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ETOUSA
SPECIAL & MORALE
SERVICES GUIDE

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SPECIAL SERVICE DIVISION, ETOUSA

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NOTE ON NAMES

The Special Service Division, European Theater of Operations is divided into Morale Services and Special Services activities. In the War Department there is a Director of Morale Services and a Director of Special Services. In the ETO the Chief of Special Service heads both.

Morale Services Officers are variously called Orientation Officers, Education Officers, etc. Special Services Officers are referred to simply as Special Service Officers, Recreation Officers, Athletic Officers, Theatrical Officers, etc. So many designations, however, would be confusing in this guide.

In the following pages all Morale Services and Special Services Officers are variously called Special Service Officers—with one exception. The term Orientation Officer is used throughout Chapter 3. The Orientation program is a function of the Special Service Division ETO but is a duty-time activity with the Orientation Officer carried in regimental T/O's as Assistant S-3.

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CHAPTER 1

INTRODUCTION

"First in importance is morale . . ." General George C. Marshall.

Morale is a function of command. As a matter of policy it begins at the top. As a matter of practice, it begins with the platoon commander.

General Eisenhower has said that the unit officer must not only be the leader, he must also be the parent of his men, though he may be the youngest of them.

First in importance is morale as a weapon of war. Therefore, the *first* responsibility of every officer who commands men is the well-being, mental and spiritual as well as physical, of his men.

This is a responsibility that may not be delegated to the Special Service Officer. Nor may Special Service assume it.

The Special Service Officer advises and assists the commander, and supplements the commander's basic program with activities that every normal man craves and must engage in if he is to do his part with the spirit that wins, whether it is to lay concrete or fight.

The unit commander is responsible for morale. The Special Service Officer serves morale.

HOW MORALE IS SERVED

The soldier coming out of combat is dirty. He is bone tired. His sheer weariness makes him seem relaxed. But inside him, the hard bitterness of battle is like taut gut. The soldier may have seen his buddy killed, and the memory is stark within him.

What will unwind the tautness, relieve the bitterness inside this man?

The soldier himself has given the answer, and it's the same whether he's in a Pacific jungle or an Italian village:

He wants the mail from home;

He wants the news—Stars and Stripes and Yank;

He wants cigarettes, a chocolate bar ;
He wants movies ;
He wants an American radio program ;
He wants a good story to read ;
He wants a deck of cards, a pair of dice ;
He wants a bath, shave, clean clothes—if possible.

There is nothing elaborate about these wants, but add them up, when they're satisfied, and they mean good morale. For, to a great extent, good morale is made up of a lot of little satisfactions.

In a few days, the soldier, free from his foxhole and front line duties, will be ready for a GI show, for a sing-song. In a few days more, he'll feel the hankering to throw a ball, to bat some . . . or he may get interested in doing a little studying.

Again, nothing elaborate—just simple satisfactions. But the experienced commander puts a very high value on all of them. They are tools with which he brings the soldier back into shape. When he sees the soldier playing ball or joining in a sing-song or laughing heartily at a movie, the commander knows that his morale problem is under control.

It is to the Special Service Officer that the commander turns for these tools, all except the mail and clothes.

Napoleon evaluated MORALE
as 3 to 1 over MATERIAL

General Marshall evaluates MORALE
as 5 to 1 over MATERIAL

The social system doesn't exist that takes as good care of its civilians as does the United States Army of its soldiers.

There may be few if any frills to the Army's care but the intrinsic quality of the care meets the highest standard of modern living.

Food and clothing, medical and dental service, equipment, weapons, transportation are the best the world has yet seen.

The soldier is stronger, healthier than he was as a civilian. He is more resourceful, quicker, surer of himself. He is adept with his weapons. These things the Army has done.

But the Army does something more.

With two main programs of Special Service (1) the morale program and (2) the recreational and athletic program, the Army builds in the soldier mental fitness to match physical

fitness, confidence in command, pride in service, and a sense of personal participation.

THE MORALE PROGRAM

"Only an informed America can be a strong America." This is as true of the soldier as it is of the civilian back home. The Army knows it.

With the morale program of Special Service, the Army :
informs the soldier on the causes of this global war, shows him the reasons "why we fight";

encourages him to discuss the issues so that out of his own understanding he will become strong in his conviction that his cause is just and that primarily he is fighting for himself and his family.

With this program, the Army :
keeps the soldier informed of the progress of the war—his own and his allies';
brings him the news from home;
gives him his own daily newspaper, his own weekly magazine;
operates a radio network for him.

With this program, the Army provides the soldier with almost unlimited opportunities for education (1) to help him increase his value as a soldier, (2) to help him increase his earning capacity as a civilian.

THE SPECIAL SERVICES (Recreation and Athletic) PROGRAM

General MacArthur has said that his men have three enemies to fight—the Jap, the weather, and *homesickness*.

A famous British general has said that *boredom* can be more dangerous than the Germans.

Every commanding officer knows what homesickness and boredom will do to the morale of his unit.

And every commanding officer knows that next to letters from home the most effective cure for homesickness and boredom is the America movie.

As a result, manufacturing facilities for both films and projection equipments have been and are taxed to the limit to meet the demands for movies from every theater of operations.

In the ETO, alone, with the recreation and athletic program of Special Service, the Army gives more than six thousand movie shows weekly in its camps, depots and stations, and this figure will be doubled.

With the recreational and athletic program, the Army provides:

GI theatricals and music,

USO shows, and concerts by professional soloists and orchestras,

an athletic program that puts the emphasis on mass participation.

Thus the army knocks out homesickness and boredom—with activities that are fundamental in American life, sports and games, movies, live-show entertainment with the accent on humor and song, and a full score of music.

The soldier stays in camp for this program, not because he has to, but because it's good enough to keep him there. He has said so himself in a poll of soldier opinion. His complaint, if he makes one, is that he doesn't get enough.

V.D.

Men who stay in camp don't get V.D. Homesickness, boredom, AWOL, V.D., they're birds of a feather, they go together. They add down. They total low morale. They breed carelessness, indifference, even to health.

Every commander fears them. The good commander will not tolerate them, will not rest until he is dead sure he has an off-duty program equal to the problem.

If V.D. can be said to be a measure of morale, then Special Service as a preventive is one of the best things that ever happened to the Army. There are instances of movies, alone, cutting the V.D. rate as much as fifty per cent in a camp. Reports of this kind to the Division in Washington have been too numerous to admit of coincidence.

The two programs of Special Service keep the soldier in camp. How effectively they do this depends upon the commanding officer himself. He appoints the Special Service Officer in his camp. He determines the amount of time that Special Service Officer will have for the job. The better the officer appointed, the more time allowed him, the more effective will be the programs. General Marshall has rated morale as five to one over material. In some instances, he has rated it as high as ten to one. The Special Service Officer who may ask himself just how vital, just how really important his contribution is to the winning of the war, will find the answer in that evaluation.

THE COMMANDER, THE SPECIAL SERVICE OFFICER, THE CHAPLAIN

They are a trinity working for good morale. Together, they mould the fighting man. They give him the "know-how," the guts, the buoyant spirit, and the faith to win.

On the Commander rests the ultimate responsibility. He is the leader. Pre-eminent among all morale factors is leadership. Nothing can take the place of strong and sound leadership.

The Commander dominates the twenty-four hours of the soldier's day.

The Special Service Officer assists him mostly during the off-duty hours.

The Chaplain carries out his historic mission. The importance of that mission is known to every officer and enlisted man, personally. There are no atheists before going into battle . . . nor after.

In the following pages, the two main programs of Special Service are broken down for working reference. The material is such that the Special Service Officer can discuss it with his Commander and plan his programs with assurance of success.

CHAPTER 2

SUPPLIES

The most valuable of all Special Service supplies is the pool of talent that is found in the unit, itself.

Every unit has its Bob Hope, its Lou Costello, its Barrymore. Every unit has its natural singers, its sports enthusiasts. There is always someone who can write, someone else who can teach mathematics, history, geography, a language. Given the opportunity and the encouragement, these soldiers will produce their own GI shows, their own music program, their own news, athletic, orientation, and educational programs, and, if necessary they'll do it without supplies.

Grease paint and footlights help but they don't make the actor and the comic. The singer has the best of all musical instruments in his throat. The writer can turn reporter; he can produce theatrical skits. The outdoor man will figure a way to play without an "A" kit.

This is not written to minimize the need and the value of Special Service supplies. Nothing, for instance, will take the

place of movies and radio. There is no Special Service supply that is not important.

But this is written to emphasize two facts: (a) lack of supplies is not a reason to hold up a Special Service program; (b) only by first organizing the soldier talent in his unit can the Special Service Officer have a successful program and obtain maximum participation in it.

Now, about getting supplies. All supplies are hard to get. But Special Service supplies are a little harder to get than others. Bullets come first . . . and brass for shells is more important than brass for band instruments. Nonetheless, there is a growing appreciation through all echelons of the need for Special Service supplies. There is definite improvement in the flow of certain supplies. There is more proportionately of all supplies.

Periodically, the Supply Branch of the Special Service Division, ETO, publishes a supply memo. The memo gives current information on supplies in the theater and any changes in their bases of issue. It is distributed through technical (Special Service) channels. It can be obtained through those channels. Supply memo. No. 6 is reproduced on page 56 of this guide.

CHAPTER 3—MORALE SERVICES ORIENTATION

The mission of the Army is to destroy the enemy. The mission of the Orientation Officer is to help his commanding officer in this task.

Everything he can do to help his commanding officer prepare the mind of the American soldier for the moment when he meets the enemy in combat falls within the province of the Orientation Officer. He supplements the soldier's regular training with information about the enemy, his methods, weapons, background and training. He brings to his unit the facts about the course of the war, so that each soldier knows his own place in the broad picture. He provides such information about the causes of the war as to make it clear why the American citizen finds himself in uniform, far away from home, and in an environment which is often dangerous and uncomfortable.

Orientation isn't a good soldier-word. Neither is morale. Whatever the name, however, the simple fact is that if a man

knows *why* he is fighting, what kind of enemy he is fighting, and what he as a soldier must do to knock the enemy out, he is certain to be a more effective member of a winning team. All this lies within the Orientation Officer's bailiwick.

Orientation, therefore, is not a vague or academic thing. It is a weapon. It is a weapon a man can't lose as he might a rifle, or throw away as he might a gas mask, or forget as he might some detail of training doctrine. It is something he has with him before, during and after battle. It is something that enables him to endure the boredom of waiting for the battle to be joined. It is something that sustains him in the midst of battle when everything seems hopeless and his impulse is to flee in fright. It is something that helps make him, once the battle has been won, an intelligent member of a post-war society dedicated to enduring peace.

The materials of orientation are provided by the Orientation Branch of the Special Service Division, ETO, supplemented by such publications as the unit receives direct from the War Department in Washington, plus materials which the Orientation Officer, through his own ingenuity, is able to procure within his unit, such as the S-2 or any other sources available to him. These materials include (a) Army Talks, (b) The Warweek Supplement with Stars and Stripes, (c) special orientation programs on the American Forces Network, (d) special orientation features in Yank, (e) Orientation kits from the United States, (f) Newsmaps from the United States.

Each week's Army Talks is published in illustrated, popular form as the featured story in Warweek. This enables the soldier to read up on the subject before the Army Talks hour, and to take an intelligent part in the discussion. American Forces Network also synchronize their programs to cover the same material at the same time.

These will come to him regularly under normal conditions. They enable the Orientation Officer to carry out an interesting orientation program with combat significance. This program seasons the soldier's regular training diet. It makes the reasons for his training known to him. It keeps him well informed, gives him a sense of personal participation. It does this by training time discussion groups, by off-duty reading and listening, by posters, movies and other visual devices.

In combat, orientation takes on greater importance than ever. In combat, the soldier, cut off in some measure from normal sources of information, is hungriest for news. He wants

to know where he is and why he is there. He wants to know what is going on around him. He wants to know how the particular action in which he finds himself pertains to the war in his theater. He is interested in how the war in his theater relates to the war in the rest of the world. It is then that the ingenuity of the Orientation Officer is most heavily taxed. It is then that he works under the least ideal conditions. It is then that the organization he has built up in his unit is most severely tested.

Under combat conditions, the Orientation Officer must get from S-1, S-2, S-3, and S-4 the information the troops should have, to fight their best. The Orientation Officer handles this information so that it is given to the troops not as orders, but as information which explains the orders they must obey. The Orientation Officer imparts this information to the platoon and company commanders. How well these officers succeed in passing this information to their men depends in large measure on how well the Orientation Officer has done his job in training.

Company and platoon officers who understand orientation techniques, who have gained practice through the regular Army Talks program, and who have developed skill in digesting data and expressing it in its most understandable form, will do the best orientation job in combat. It is towards this goal—*informing the man in the foxhole why he is there and what it is all about*—that the program is largely aimed.

Combat orientation plays an exceptionally important part in replacement depots and among men awaiting action and not aware of when they will be committed. It is also needed by service troops who may never see the enemy, but on whose zeal and efforts the fate of the combat soldier rests. And when troops leave the field and return to the rest areas for the between-battle interlude, the meaning of the war, expressed in the normal channels such as Army Talks and the agencies listed above, can best do their work again.

If combat orientation succeeds in its mission, the war will be won that much sooner, with so many fewer dead. If it succeeds, the soldier will be so much better able to assume his role in constructing the post-war world. When that time comes the orientation program will change its language from that of total war to that of total peace.

But until the enemy surrenders unconditionally, orientation remains a weapon of war.

CHAPTER 4—MORALE SERVICES

NEWS, STARS AND STRIPES, AND YANK

The American fighting man in combat is news hungry. He wants news almost as much as he wants mail; news of the world; news from home, news of other fronts, news about his own activities.

Commanding officers want their men to have the news. And so the foxhole news bulletin has made its appearance on all fighting fronts. This is an improvised news service in which the Special Service Officer obtains his news from the radio and relays it in the form of a mimeographed sheet to the men up front. Mimeographing facilities aren't always available but the news can still be typed or even hand written. The main thing is to get these news-sheets up to the front lines, twenty or a hundred of them. They'll be passed from hand to hand. Even tactical radios are sometimes used to pick up news broadcasts so that the fighting men can be informed.

In this theater, of course, the Army has a regular newspaper —its own newspaper, *The Stars and Stripes*. All Special Service Officers cooperate in speeding its distribution to the men in the front lines.

This war's *Stars and Stripes* began operation as a weekly in April 1942. It soon became a daily; *Yank* was added to its distribution by delivering it as a weekly supplement. In any continental operation *Stars and Stripes* and *Yank* will be delivered to U.S. Armed Forces.

All soldiers in the ETO are familiar with the *Stars and Stripes*, so no long description is necessary here. A few details on specific procedure are given for your information.

How does an individual soldier get *Stars and Stripes* (assuming a non-combat situation).

When a new unit arrives in the theater a *Stars and Stripes* representative will soon appear and tell how to subscribe to *Stars and Stripes*. He may do this at a company formation or at mess. He will book individual subscriptions for the men who want to subscribe. He will arrange with company headquarters to take the subscription price from the subscriber's pay at the pay table. He will collect the subscriptions on his next visit. He will give a receipt and will check to see that the papers are delivered.

Certain organizations, like replacement depots, are more conveniently handled on a cash rather than a subscription basis. In these cases a collection box is placed next to a pile of Stars and Stripes at a spot that men visit daily, usually the mess hall. The men pick up the papers and drop the money in the box.

The Stars and Stripes maintains at Hq ETO several feature activities that are explained below:

1. *A college registration service.* This is to help bring together college men serving in the ETO. All college men are invited to send in at any time their name, rank, college, year, unit, and APO. By means of the lists thus obtained various college reunions are held from time to time. A man wanting to know the names of ETO soldiers registered as from his college and class can obtain a mimeograph list by writing to Stars and Stripes, Special Service Division, Hq, ETO, APO 887. A like service applies to college fraternities.

2. *Help Wanted Department.* Through this department problems brought to its attention are directed through the proper channels or over and around blocks which sometimes develop. All kinds of individual problems have been taken up by Help Wanted, from assisting men to become citizens to purchasing items for men who can not procure them near their own posts. Any soldier may write to Help Wanted, Stars and Stripes, and will get a prompt reply.

3. *War Orphan Program.* Under this plan a unit, a group of soldiers, or an individual contributing £100 is entitled to sponsor a British orphan for a period of five years. Here is what Stars and Stripes tells soldiers who want to help an orphan :

"Call a meeting of your group, whatever size it may be, get pledges from the members, collect, and mail a check or money order to : The Stars and Stripes, War Orphan Fund, Printing House Square, London, E.C.3.

"To provide extra care for a war-orphaned youngster over and above that afforded by the regular agencies, requires £20 a year per child. The Stars and Stripes Fund figures on providing those little extras that make life really worth living over a period of five years. So the minimum amount needed is £100 per child.

"That amount may be paid in within a year. Pay it all at once and you can pick the color of hair and eyes and the sex

and type of youngster you and your unit want to care for. Stars and Stripes will provide a picture of the youngster and regular reports on progress.

"If you can't subscribe the full amount, send in what you can. It will be placed with other fractional contributions towards caring for a child."

YANK

Yank is the soldier's own weekly magazine. It is written by GI's for GI's. Its articles, its comic drawings, its illustrations, its letters page, are famous wherever American soldiers are found. Though similar in format and containing the most valuable of the features of the New York edition, the ETO edition is published in this theater with its own distinctive ETO contents. Yank's distribution is handled for efficiency along with Stars and Stripes, but the two publications are separately staffed and edited. Yank, The Stars and Stripes, and the American Forces Network co-operate in supplying material valuable to the orientation program. Yank's articles by its frontline enlisted writers, illustrated with photographs by its own soldier cameramen from all theaters of operation, are valuable in keeping the soldier informed on the fighting conditions that American soldiers are meeting all over the world.

Contributions from enlisted men to Yank, both factual reporting and Mail Call letters, are welcomed. These may be mailed direct to Yank without going through command channels. Yank's address for mailing is Yank, APO, 887, U.S. Army.

COMBAT

In combat areas Stars and Stripes and Yank will always be issued free at the rate of one copy for five men.

CHAPTER 5—MORALE SERVICES

RADIO

The American Forces Network (AFN) supplies the United States Army and Navy in ETO with the kind of broadcasts they get back home. The pick of all the programs that are popular at home are recorded there and are sent to the ETO to be broadcast over the AFN. In addition AFN broadcasts

GI shows, popular recorded music, recorded shows, information features, and, of course, the news.

As a unit Special Service Officer you have no responsibilities in the running of AFN. Your job is to make use of it.

The AFN broadcasts are of particular use in orientation programs. The latest news is needed for orientation; but besides the news there is a weekly program correlated with Army Talks and with the Warweek feature of Stars and Stripes. Foreign language lessons are broadcast for the benefit of those soldiers who wish to improve their knowledge of those languages.

You can do several other useful things about the AFN. You can, for instance, and should, distribute the radios available to your unit so as to provide maximum reception. Even after this is done periodic checks are needed to see that each radio serves as many men as possible. All too often a radio receiver will come to rest in a location where only one or two individuals can use it. Special Service radios that find their way into private billets should not be allowed to stay there.

Then, too, you can make surveys as to which programs are best liked by the men and send the results to AFN.

Soldiers often invent various ingenious methods for more widely diffusing the service of a particular radio receiver. Short descriptions of such improvisations sent to AFN will be useful to other unit Special Service Officers. If you send them in they will be published in Reecap, the Special Service ETO house organ.

AFN programs are published in Stars and Stripes. Extra programs for posting on bulletin boards can be obtained direct from American Forces Network, Special Service Division, Hq. ETO, APO 887.

AFN will put your unit show on the air if it's good entertainment. If you feel it meets the standard of other unit shows that are broadcast, write to AFN.

On the Continent news broadcasts can be taken down and mimeographed for distribution right up to the front line.

CHAPTER 6—MORALE SERVICES

RESEARCH BRANCH

See page 142 which gives the ETO policy on use of this service. Research Branch is now part of Special Service Division, ETO. See also Chapter 16 and material beginning on page 72.

CHAPTER 7—MORALE SERVICES

EDUCATION

When the soldier is off duty he starts to look for something to do—unless his duty has been so strenuous that he has to go right to sleep.

He may go to the movies if they are available. He may play baseball, or get in a poker game, or read a book, or go to town. Or he may, in some cases, feel he'd like to learn more about some subject he is interested in. He may in fact want to study.

The soldier's desire for off-duty education may be based on a wish to improve his military knowledge or his civilian opportunities after the war. Or it may be based simply on the fact he likes to learn things.

The Special Service Officer has the job of seeing that off-duty education is available to those soldiers who want it. He has the job of setting up and carrying through a successful off-duty education program.

To do this the Special Service Officer has at his call considerable resources.

There is, to start with, the ETO Branch of the Armed Forces Institute (USAFI). USAFI provides the following:

1. Correspondence courses completely processed in the ETO.
2. Correspondence courses offered by colleges and universities in the United States processed by mail with these institutions.
3. Self-teaching materials.
4. Materials and text books for group instruction.

Direct communication with ETO Branch, USAFI, APO 871, is authorized. Catalogs and detailed information can be obtained from USAFI as to what materials are available. The courses cover a wide range of subjects from shorthand to diesel engines.

There is a language study program. Soldiers can study a foreign language by means of:

1. Records and phonograph equipment.
2. Civilian instructors for group study.
3. Civilian instructors (in certain cases) for individual study.

See directives in the back of this guide for details.

A program of voluntary clerical training in off-duty time is authorized. Text books are provided by USAFI. Here again for details see directives in the back of this guide.

One of the most interesting educational opportunities, available to both officers and men in the UK, is the program of short courses at British universities. Twenty-five universities offer these courses to U.S. military personnel entitled to leave or furlough. Application is made direct to the Chief of Special Service indorsed by the officer authorized to grant leave or furlough. The directive on the subject is reproduced in the back of this guide.

Library books can be requisitioned through regular channels. They are assembled in kits, known as L kits, described in the list of supplies in the back of this guide.

The Chief of Special Service, Hq ETOUSA, APO 887, conducts each week a course for Education and Orientation Officers and Assistants (NCO's). Quotas for attendance have been authorized for Air Forces, Field Forces, and SOS. Training in both Army Education and Army Orientation, is given. Consult Hq. of your higher echelon about the quota allotted to you, and a copy of the appropriate directive at the back of this guide.

All the above resources are dependent for their successful use on you as the Special Service Officer. Your initiative is needed. Unless your program makes the information regarding correspondence courses available to the men; unless you take an interest in seeing that group classes are properly organized and supplied; unless you arrange for necessary instructors, for the orienting of group class leaders, for the places to hold the classes; unless you do all these things the unit education program will not be as good as it should be.

You have another resource. Although yours is an off-duty time program, consider for a moment what the Army does in its duty-time training. The Army's theory and practice of duty-time education is stated with clarity in field manuals and training directives. The Army method of teaching is standard for the whole Army. It is non-conflicting throughout all arms and services. It works. It must work, for the Army is one of the greatest educational institutions in the world.

The major job prior to actual combat of most company grade officers is teaching. Seven million men have come into the Army. Seven million men have been, and are being taught

to do Army jobs. The huge job has been done successfully because the Army system is clear and definite.

The Army call its teaching *training* and it calls its teachers *instructors*. Here is the mechanism of instruction the Army uses. It consists of:

- Preparation by the instructor,
- Explanation,
- Demonstration,
- Application,
- Examination,
- Discussion.

These six steps in the order given can be applied to any teaching problems. The technique can be varied by omitting some of the steps.

In all group instruction it should be remembered that boredom is fatal. Beware of boredom. Two factors will prevent it: interest and participation by the student. Make the classes interesting—whatever the subject. See that each student has a chance for active participation. Then your off-duty education program, once started, will not just die gradually away but will grow and flourish.

CHAPTER 8—SPECIAL SERVICES

ATHLETICS

If you have never seen soldiers playing volleyball without a volleyball and without a net, you haven't seen how far improvisation can go in athletics.

A usable volleyball can be made from salvage material (rags, pieces of leather, rubber, etc.) A net can be simulated by a rope.

Athletic equipment is not as plentiful in the ETO as it was back in the States. The unit's athletic equipment, therefore, must be properly cared for. That doesn't mean you should keep it locked up in a supply room for fear you won't get any more. Use your equipment. Use it continually. But keep it in repair and don't let it get lost.

Athletics has two very different meanings to different commanding officers. Be sure you, as a Special Service Officer, are definite in your own mind as to which meaning should be emphasized.

One form of athletics is based on this idea: If our Division has the best softball team in the army it will give the men of the Division something very definite to be proud of.

Acting on this idea you can have a very fine softball team. It will reflect credit on the division, and on the Athletic Officers, but it accounts for the actual participation in softball of only a very few men—the few topnotch softball players in the division. Large spectator interest adds to its value. But the average soldier never gets any physical value from such a program.

The soldiers who need physical development least—the expert players—get the most of it.

The soldiers who need physical development most get none.

The other form of athletics is based on this idea: If every soldier in the Division takes part in some form of athletics, the physical fitness of the Division will be greatly increased. All soldiers will be able to benefit.

FM 21-5 has this paragraph.

"In all physical training and athletics the emphasis must be placed on the physical development of all the individuals of the unit. Concentration on the training of a few individuals, in the effort to develop a winning team, inevitably leads to the neglect of the physical training of the majority. Over-emphasis of the importance of a team will frequently result in neglect of the military training of the individuals composing the team."

In the ETO the two opposing ideas of athletics are combined in an intra-unit competitive program. You should set up a variety of sports activities. These should include all personnel of a unit. You do this by having squads play against squads, huts against huts, sections against sections. From such small groups a team can eventually be selected to represent units. You then progress with these teams from intra-unit to inter-unit competition.

A good method is to make round-robin schedules whereby each individual or team meets each other individual or team. The winner of a round-robin schedule is determined on a percentage basis. See page 101 for scheduling procedures.

Elimination tournaments are often used instead of the round-robin system. These are not advisable. Participants are dropped out in the first or second instance of losing. Elimination tournaments don't keep enough men active in the athletic

program. They slant your program too much towards the few-best-players idea.

There is yet a third commanding officer's approach to athletics. It is this: Athletics and physical training should develop the soldiers physically for the specific needs of combat.

Instead of having the usual stereotyped calisthenics in the morning, use exercises that count in battle. This idea immediately puts the athletics and physical training program under the watchful eye of G-3 or S-3. Athletics becomes a part of the training program and rightly. Does this relieve the Special Service Officer of responsibility for athletics? It does not. WD Circular No. 287, 8 Nov., 1943, lists among the duties of the Athletic and Recreation Officer the following:

"2 (a) to maintain liaison with other staff officers on matters pertaining to physical fitness.

(b) to assist in the proper development and execution of a unit physical fitness program."

A Training Circular has been issued for your use on such a physical fitness training program. It gives specific illustrations and examples, with diagrams. It is called TC No. 87, WD, 17 Nov. 1942. A memorandum based on this circular is reproduced beginning on page 86 of this guide.

To summarize: there are three kinds of approach to an athletic program:

- a. The star team idea.
- b. The mass participation idea.
- c. A sensible combination of a and b by intra-unit competitions.

There are two approaches to a physical training program:

- a. Old type calisthenics.
- b. Combat physical training.

Inter-allied sports are not best handled, usually, by competition between American teams and Allied teams. These contests generally do not promote cordial relations. But mixed British-American teams are very valuable for Anglo-American relations. In other words, a team made up of American and British players, each teaching the other how to play the game, promotes good relations and should be used rather than playing an American team against a British team.

Inter-allied boxing competition is authorized between units of the U.S. and British Forces, but the sanction for such a

program will be obtained first from the Chief of Special Service, ETO.

POINTERS: Keep some athletic equipment available to the men at all times. A few minutes tossing a baseball around relaxes tension—if they can get hold of a baseball quickly during short off-duty periods.

Fit your physical training program to the expected combat duties of the men. In an infantry outfit the men probably have solid legs and steady feet, but the average footsoldier doesn't carry much shoulder brawn. Yet he may have to lug ashore on invasion a fifty-one pound machine gun tripod in addition to his sixty pound pack. If yours is an infantry outfit you should read the article called "Building Brawn," by Lt. Avery Ashwood, in the Infantry Journal for August 1943. Someone in your Division has a file of Infantry Journals if you haven't that particular number. The following three paragraphs are quoted from it as being valuable to the thinking of Athletic Officers of all branches:

"First," writes Lt. Ashwood, "I would never let a man fail on the obstacle course—if I had to station two men at each obstacle to help him over or across by giving him a boost. The spirit of soldierly co-operation must be emphasized as much in training as later in battle. For one of the greatest enemies of morale is the sense of personal frustration. No soldier should feel 'I can't make it,' and have that feeling emphasized by the amazing fact that seemingly nobody actually cares a damn whether he 'makes it' or not."

"Moreover, I would estimate jump-up-johnny calisthenics and obstacle courses at their true value. Those who can do them with ease don't need them. The men who can't do them are not benefited. To take the place of calisthenics and obstacle courses I offer the thought that every man ought to work on the cargo net, wearing full pack to include his personal weapon, ammunition, two-blanket roll, gas mask, full web equipment, rations, full canteen, plus a fifty-pound infantry load made up from any infantry squad weapon."

"I would always use natural cross-country hazards, rain or shine, instead of artificial ones. I would stress slowness rather than speed, in order to develop the resistor muscles. And I would try especially to develop the upper arm and shoulder muscles of every soldier."

"There is a serious battle fallacy still held by some infantry commanders that their weapons carriers are going to carry the various infantry gun squads right to their combat positions in the battle zone—dump them with dispatch right on the spot. The truth of the matter is that in Tunisia and on Attu such roads as existed were used by all sorts of troops except infantry. As a result the soldier who fights on his feet sometimes had to hand-carry the supplies, weapons, and ammunition that would sustain him for one day for a distance of thirty-five miles before he finally got into his position, ready to fight."

While the above quotations apply specifically to infantry they contain a basic philosophy that is applicable to the physical training of all branches.

For exercises to develop combat-needed muscles use (not dumb bells or gym apparatus) but the boxes, weapons, crates, loads, that your men are going to have to work with and manhandle. Even "chair-borne" troops can benefit by lifting exercises, using typewriter boxes filled with sand or perhaps with training manuals and army regulations.

If the athletic officer is smart,
Every soldier will take part.

CHAPTER 9—SPECIAL SERVICES

CINEMA.

THEY ALL WANT MOVIES.

EVEN GENERALS WANT MOVIES.

Movies are the backbone of the Army's entertainment program.

The Army officially recognized the morale value of movie entertainment way back in January 1921, when it organized the U.S. Army Motion Picture Service.

The Army pioneered the "talkie" in its theaters, operated the first open-air movie theater. The Army is Hollywood's biggest single customer. It operates the largest chain of motion picture houses in the world.

Movies are morale ammunition.

How thoroughly the Army knows this is proved by the fact that the first task force to leave the United States in this war carried movie projectors and films with it.

To-day, the Army's overseas motion picture service is showing movies wherever American soldiers are fighting or preparing to fight.

THE OVERSEAS PROGRAM

Almost immediately after Pearl Harbor the American motion picture industry made its now famous film-gift to the Army.

The gift makes available, without cost, 16mm prints of the best pictures produced by the Industry for showing to uniformed personnel overseas. The prints are released to the Army coincident with the first-run commercial releases, in some cases sooner. A selected number of Hollywood's top productions have their world-premiere in Army camps and stations overseas.

The conditions made by the Industry and agreed to by the War Department are (1) that the gift-films will be shown only to uniformed personnel overseas, (2) that they will be shown under the auspices of the Army, (3) that they will not be shown within two miles of a commercial cinema (waived in the ETO), and (4) that ultimately the films will be returned to the Industry.

To administer the gift, the Army organized the Overseas Motion Picture Service with a main film-exchange in New York City, and overseas exchanges so located as most efficiently to serve in the different theaters of operations.

In the ETO the film exchange is a function of the Cinema Branch of the Special Service Division.

MOVIES, UNLIMITED?

Unfortunately, movies are not unlimited.

There is a limit to the pictures Hollywood can produce, especially the good pictures.

There is a limit to the raw stock for printing. There is a limit to the printing capacity.

There is a limit to the capacity of projector manufacturers and an even shorter limit to the supply of spare parts.

It is well to face the facts frankly. There are not enough good pictures made nor enough prints of them printed, nor enough projectors built to provide a first-rate and different picture every night in the week for all our forces overseas.

Prodigality isn't the answer for an adequate cinema service in a camp or on a station. Efficiency is.

THE CINEMA SERVICE, ETO

There are two services provided in the ETO:

1. 35mm static service—for large camps and stations, which may be characterized as permanent, and for large convalescent hospitals.

2. 16mm service, static or mobile, for all other locations.

35mm Service. This service is supplementary to the 16mm program. It is provided, as stated above, where there are comparatively large concentrations of troops at a permanent location. In addition there must be a suitable structure for the service.

A large concentration of troops is twenty-five hundred or more. A permanent location is one which it is reasonable to assume will be used for the duration. A suitable structure is a large gym or a thirty-five foot Nissen type hut. The seating capacity should be from five hundred up; the closer to a thousand the more suitable. The level height from ceiling to floor should be sixteen feet or more to allow for an adequate screen.

Except in the extremely rare cases where a cinema theater is already at the location a fire-proof projection booth must be built on to one end of the selected structure. 35mm film is highly inflammable, will burn like gunpowder. 16mm is *non*-inflammable. Plans for the required fire-proof projection booth are obtained from the Cinema Branch. Materials are supplied by the British, and in some cases the labor. More often the camp or station must supply the labor.

The Cinema Branch provides the dual-projectors, baffle and screen, and the services of skilled installation engineers.

The Cinema Branch arranges through reciprocal lend-lease for the regular supply of 35mm films. Actual booking of the films is done by the Special Service Officer of the using camp or station.

The complete procedure for the securing and operation of the 35mm service is obtained from the Cinema Branch.

16mm Service. This is the main service for the overseas forces. A few units arrive in the ETO with "their own projectors." Most don't, but most now in the theater have been supplied. Those without projectors are served by the mobile cinema units of the Special Service Companies. The full service of these Companies is given in chapter 15 of this guide.

The basis of projector supply is dependent upon allocations by the War Department of equipments to the ETO. The ideal basis would be one projector to 1,500 soldiers.

16mm Film Programs. Everyone wants only the newest and the best pictures! *The fact is the Army gets the newest and the best pictures.* But the Army can't show them to every soldier *at once*. Not even the Motion Picture Industry with its years of experience, its tested and perfected methods of distribution, its stable and stationary market can show the newest and the best pictures to every civilian at once. In civilian life there is an economic order in the showing—first, the comparatively few first-run houses; second, the greater number of second-run houses, and then the much greater number of third and fourth-run houses. Each must wait its turn to show the new releases (the later run houses waiting much longer), and a picture is still new when it's a year old. Among civilians in the United Kingdom a picture is still new when it's two years old.

Of course, there are no first and second and fourth run houses in the Army. Theoretically, every location with a projector is a first-run house. But not even fabulous Hollywood can provide the raw stock, the printing capacity and the money to produce the two thousand or more prints it would take to give a simultaneous showing of each new picture in the overseas camps of this global army of ours.

Here is what is being provided, currently. For all theaters of operations approximately seventy prints of each picture. For this theater a total of twenty-five prints of each picture. These figures may be increased, may even be doubled before the final victory. But not 2,000!

So, there are twenty-five prints of each picture available for showing to the forces in the ETO. The pictures are Hollywood's newest and best. As fast as the prints are made, they are shipped. As fast as they arrive they are put in circulation through Headquarters of Base Sections and of the Air Forces. If kept moving, as soon as shown, from location to location, from mobile cinema unit to mobile cinema unit, if all Special Service Officers co-operate in this, the twenty-five prints should complete their mission under six months—cutting the accepted commercial time in half.

This is the goal the Cinema Branch has been working toward during the past sixteen months. In less than a year, the

Branch has succeeded in getting the number of prints of each picture increased from three to four, to eight, to twelve, and, now, to twenty-five.

There you have the story on prints. Now let's turn to the pictures themselves—the combination of feature and short which make up a program. Let's look at the Hollywood production schedule for this year.

Approximately three hundred and fifty feature pictures will be produced. Of these possibly a hundred will be "A" pictures. At least thirty of the "A's" will be in technicolor, but, for technical reasons, only a dozen of the technicolor pictures will be available to the Army in the 16mm size. So we have a total of eighty-two "A" pictures available to the Army. To make up say three different programs per week, seventy-four first rate "B" features must be found.

And that is no mean problem. Certain types of war pictures are "out," so far as the soldier is concerned. Count out, too, the heavy domestic drama. The GI wants musicals, lively comedy. He'll take a good Western, but not the kiddy kind. Murder thrillers like the Thin Man or the Maltese Falcon, (remember them?) are O.K. Now, you begin to see that "finding" even three good programs per week is downright tough. But that's the target for the Cinema Branch.

Requisitioning, 16mm Service. Requisition projectors, 1st and 2nd echelon maintenance parts, screens, transformers and generators through channels from Signal Supply. For 3rd and 4th echelon maintenance, turn in projectors to Signal Supply. Dependent upon availability, Signal Supply will replace worn out and irreparable projectors with new equipments.

Requisition film service from the Special Service Section of the appropriate Hq Base Section or through Air Force channels.

35mm Service. Requisition through channels from the Cinema Branch, Special Service Hq. ETO.

Operations on the Continent.

Generally, the procedures now in force in the U.K. for obtaining cinema service will prevail on the Continent.

Units moving to the Continent may carry their projectors with their organizational equipment. In addition, they will be supplied by the Cinema Branch with a film for each projector they carry. Thus a division with eight projectors will also have eight different film programs. This supply

should serve until the arrival of the Special Service Companies, which will operate mobile film exchanges, issuing new pictures for old.

As Base Sections are established on the Continent, their Special Service Sections will operate film exchanges. With the establishment of Signal Supply Depots, the 16mm service will be complete.

Operation of a 35mm service on the Continent will be undertaken as soon as suitable structures and equipments become available.

CHAPTER 10—SPECIAL SERVICES

MUSIC.

Music is a language everyone speaks. The soldier speaks it with gusto. He's a singing man—under his improvised shower, when he marches. At times he sings when he fights.

Everyone likes some kind of music. A whole class of music has been written for the soldier—the great band music of the world. But the American soldier likes almost every kind of music—hot or sweet, popular or classical.

In every unit, soldiers will be found who can play an instrument. More than two makes a band; small, sure, but it can be very good. Some of the best music makers are the small novelty orchestras. It is the instruments that are a problem. The brasses are especially hard to get. But some instruments are almost always obtainable. Requisition instruments for a small dance band. You may not always get them, but you should always try.

Suppose you don't get them. That need not stop you from having a good, spirit-lifting, boredom-dispelling music program. There is one instrument that doesn't have to be requisitioned. Every man who joins the Army brings it with him; it is the human voice.

Not all voices, however, are good instruments. But every man likes to sing, whether he can carry a tune or not. Therefore, you can have two kinds of singing, (a) good singing, producing good music, put on by the men with good voices. This has listener appeal, and can be developed in ways enumerated below. (b) Mass singing, where everyone sings together and to heck with the quality. Mass singing gives the men with poor voices a chance to sing.

In a few white units and in most colored units singing starts spontaneously. But singing by the men in units usually does not just spring up. It needs to be started. Someone has to take the lead. Moreover, no one can turn a unit into a singing unit just by saying to the men "Go ahead and sing." Here are some practical pointers:

Pick out likely singers by going over the classification cards. Some men will have listed singing as a hobby. Some will have professional music backgrounds.

Issue a call to a meeting for all men interested in singing. Make special individual contacts to get the men you have picked from the cards to be present at the meeting.

Pick one man as leader if you can. Get him to organize the singing at the meeting. Turn the meeting over to the men unless you, yourself, are a good song leader. Tell the leader what you will help him with. A glee club? A large chorus? Church singing for the chaplain on Sunday? A musical variety show? A show that is an album of American music? There are many projects possible for the use and pleasure of the men with good voices. Then there are soloists, and quartets, classic songs and swingtime, comic songs, rounds, etc. A piano helps tremendously. Sheet music can be procured by requisition on Form 400.

After you have a glee club or other musical group going well in rehearsal, arrange to present it formally to a soldier audience. If it's that good, see if you can route it on tour of the battalions or stations of your division or base section. Issue a challenge to meet any similar groups from other units in a competition. Appoint good judges for the competition, and get as high ranking an officer as you can to head the judges. Get your commanding general interested. Send him a personal notice or an invitation, or ask him to be a judge, or to award a prize.

For mass singing, until the men get used to singing together, a good leader is your first essential. Any group of men will sing with the right leader. The approach depends on this leader. Some successful leaders just start playing a piano in a hut or building. They play the good old tunes that men all know; Down by the Old Mill Stream, Old Black Joe, etc. Pretty soon two or three, then more and more men gather round the piano. The singing starts. That's the indirect approach. The direct approach is to the men in a

large group. The leader gets out in front. If he's a good leader he'll have a good sing and everyone will enjoy it.

Church services by the chaplain present a good opportunity to have hearty singing. The chaplain is usually glad to have expert help. Two factors make for good church singing by the congregation: One, a choice of old, familiar hymns; two, a good hymn leader.

After singing is pretty well underway, tonettes, harmonicas, and other pocket instruments should be issued. Some Special Service Officers have found it better to issue a few at first. This seems to create desire to try them by men who haven't received them. It builds up a demand for them. Then they'll be used when you do issue them instead of being neglected.

Various opportunities arise for satisfying the soldier who likes to listen to music. The unit glee club, the regimental band (if there is one), a string quartet can have regular concerts. Swing bands are always popular. Swapping concerts with other organizations extends the listener program.

Records, classical and popular, are a Special Service supply item. They can be used with a phonograph and public address system for concerts.

Don't neglect classical music because you believe most young men prefer popular music. Again and again the pleasure of the soldier in listening to classical music has astonished people with preconceived notions of what soldiers like. In England the British C.E.M.A. concerts have been very popular with American troops. Every concert by philharmonic orchestras has attracted large groups of American soldiers. So in using records don't stick wholly to the dance bands. Try some highbrow stuff. The reaction will probably be better than you expect.

Experiment. Can you borrow a concert from a nearby British outfit? Perhaps they have a bagpipe band. Perhaps you can lend them a dance band. It will extend the range of music for your men to listen to. It will increase their interest and pleasure.

Music heard or music made

Jacks the spirits up a grade.

No Tennyson wrote that couplet, but what it says is true. Music is good morale ammunition.

CHAPTER 11—SPECIAL SERVICES

SOLDIER SHOWS.

To create, organise, and guide a soldier show program requires careful planning. Without planning, soldier theatricals can very easily become a kind of theatrical experiment or hobby for the amusement of only a small group of specialists. You should strive to have it an all-soldier activity—a mass participation activity—of benefit to all the men in your unit.

When properly planned a soldier show program is valuable. It will stimulate and help maintain an alert, confident attitude in soldiers; it will provide entertainment and relaxation for soldiers in their off-duty period; it will ease the tension and tightness that come with intensive training or combat; it will develop qualities of leadership (poise, conviction of speech, personality) in the men performing or in charge of the different departments.

Here are some suggestions:

Plan a production organization with key men in charge of the different departments, who will function with only guidance on your part when needed. A good production staff relieves the Special Service Officer of a lot of detail work requiring time that he can better use in other activities.

For the personnel needed check the AG Form 20 classification cards. These cards will give you the names of men in your organisation who have the necessary talents. The kind of listings to look for with the corresponding specification serial numbers are these:

Actor	284
Entertainer	386
Entertainment Director	244
Director, Motion Pictures	286
Playwright	288
Public Relations Man	274
Band or Orchestra Leader	020
Musician, Instrumental	021
Musicians, Sax, Clarinet, etc.	432—441, incl.
Artist	296
Sign Painter	145
Electrician	078
Electrical Repairman	338
Film Editor	131

Sound Editor	287
Carpenter	050
Cabinet Maker	038
Rigger	189

Arrange interviews with the men falling into these categories and enlist their interest in the proposed program. These men usually can give you the names of other entertainers and technicians who may not have filled out their Form 20's fully.

Check all facilities available for a soldier show program. Is there a building available for staging the show? Where will meetings of the production staff be held? Is there material available for building scenery and props? If you are in a static installation a completely equipped stage can be requisitioned from the Supply Branch, Special Service Division, APO 887. These stages are constructed in three sizes to fit the various types of buildings. See page 68 of this guide for further details.

Probably, however, you will plan to go ahead without waiting for a requisitioned stage. Can a stage and equipment be improvised? The back part of this guide contains suggestions for improvising stages, curtains, scenery, and electrical equipment. See page 113.

You should now get some scripts ready. A complete folio of theatrical script material can be obtained from the Base Section Special Service Officer. Ask that it be sent to you.

You have now taken the following steps:

Checked the Form 20 cards.

Interviewed the prospects.

Checked your stage and building facilities.

Sent for and received a folio of scripts.

The next step is to call an organising meeting. Carry notices of the meeting on bulletin boards, by posters, in Special Service bulletins. Announce it in assemblies and mess halls.

The meeting itself should be informal in nature. However, the Special Service Officer should exercise control so that it does not turn into an open discussion group without any definite decisions and plans being made. The officer should tell of the facilities and material available, where this equipment may be lacking, and his ideas and suggestions on how equipment can be improvised.

From the Form 20 cards and the interviews you have been able to gain a basis upon which to select the key men in

charge of the different departments. In making these selections take into consideration the personalities and leadership abilities of the men as well as their past professional experience and talent. You will probably want to appoint a program director, a technical director, a stage director, and a musical director. For a suggested organisation chart see page 110 of this guide.

Care should be taken at this meeting in the selecting of the material and the type of show contemplated. Bear in mind that it is better to start small and build up, rather than to start out planning an extravaganza and ending up with a vaudeville act. The following types of shows are listed in the order of simplicity with which they can be put on by soldiers:

1, Vaudeville shows; 2, Revues; 3, Minstrel Shows; 4, Old-fashioned "Meller" Dramas; 5, Playlets, One Act Plays, Plays, and Musical Comedies. Each type is described more fully in the latter part of this guide; page 112.

As the meeting progresses, you should gradually shift responsibilities and decisions on to the key men so that when they leave they have definite duties to perform. Before the meeting ends, rehearsal dates should be set. The meeting should close with the Special Service Officer explaining the duties and responsibilities of the different men present and what part they are to play in the success of the program. He should make it understood that he will at all times be available for consultation, but that the actual operation is in their hands.

Production meetings regarding script and technical problems can be held by the key men before actual rehearsals commence. When rehearsals start the Special Service Officer should make it a point to be present, especially at the beginning, so that his interest in the activity is plainly manifested. He should try and manage to be seen but not heard unless the men call upon him for advice when a problem arises that possibly only he can answer. If the officer cannot attend all the rehearsals he should get a status report so as to know how the different departments are functioning.

However, when it comes to the final or dress rehearsal the Special Service Officer should certainly attend. It is at this rehearsal that he will pass on all material and performances so that there is nothing censorable or of a nature that would bring discredit to the organisation or cause embarrassment to

the commanding officer. At this rehearsal he should give his advice on the speeding up, tightening, and necessary minor cutting of the show, being careful that major changes are not proposed that would disrupt the performance. Care should be taken that the key men are not deprived of a feeling of accomplishment, and that any praise to be gotten from the performance be directed to them and the organisation as a whole.

The theatrical program thus started can be used again for other shows after the first show has run its course. In the meantime your file of scripts can be added to; and the second show can be chosen from one of the slightly more difficult types once you have the organisation and experience of the first show behind you. (See page 111 of this guide for information re filing and use of a script library).

You will find a good soldier show program encourages pride in organisation among the men whether they are active participants or merely the audiences. You will be able to get original script material from the men of the organisation after the first successful show. This, if it can be used, will also tend to increase the pride of the men in their unit.

Finally the Special Service Officer's responsibility in a soldier show program can be summarized as follows:

To create, organize, and guide the program, enlisting mass participation, not a limited recreational accommodation for a small body of specialists.

To allocate the duties and responsibilities of the soldiers participating into the proper departments so that they can contribute to and receive the most benefit from the program.

To make every effort not to select, decide, or actively participate in the various stages in the operation of the program.

To emphasise that the program is entirely an all-soldier activity operating under the enlisted men in charge of the different departments.

CHAPTER 12—SPECIAL SERVICES

USO SHOWS.

As a Special Service Officer you will sooner or later have direct concern with a USO Camp Shows troupe. These USO shows travel to troop installations by motor vehicle. Their reception at an installation and the efficiency with which they

are taken care of there, reflect directly the experience and capability of the Special Service Officer of the installation. For each installation played the officer accompanying the show is required to submit a report to Hq, ETO. These reports show that many installation Special Service Officers need more information regarding USO shows before the first one plays at their station.

The following information, if carefully read and followed, will prevent most difficulties, both for you and the members of the USO Show unit visiting your camp.

USO troupes are made up of artists sent from the United States supplemented in some cases by British musicians. These troupes are allocated to Base Sections for a given period. The Base Section Special Service Officer allots the shows so as to cover the troops in the Base Section. Due to the great number of troops to be served you cannot expect to have a USO show visit your unit frequently.

Each USO unit operates on a fixed schedule prepared in advance. Usually the installation Special Service Officer will receive 3 or 4 posters some days in advance of the show date.

Due to paper conservation there will never be more than a few posters sent for a performance. These should be posted in key positions where all enlisted men will have an opportunity to see them; one in the exchange; one in the mess hall or at a central location is suggested. Anticipation of a show increases the pleasure of the men.

Several days before your scheduled show you will receive a phone call from the officer in charge of the show. This is a check call to be sure the scheduled time is right, that the show is expected, that the guide from the installation will be at the appointed place on time, and that other details are in order. This check is not a duplication of effort on arrangements already made. It is a safeguard to efficient presentation of the show to the enlisted men of your station. Such phone checks have even sometimes revealed that an entire organization has moved to a new location between the time the show was arranged for and the date of showing.

USO actors and actresses are real troupers. Their tour is far from easy. Travelling by car day in and day out, living in the usually unheated small town hotels, playing in all kinds of stages from a table in a Nissen hut to a stage in a garrison theater, eating two meals a day on the civilian ration, changing

costumes in makeshift dressing rooms, finding their way back over narrow roads in the blackout, getting to bed usually after midnight—is exhausting, hard work.

Their biggest enemy is cold and damp that causes them to catch bad colds and all too frequently puts them in the hospital. But they will put on their show come hell or high water. And they will work cheerfully under any difficulties when they know the difficulties are not caused by indifference, carelessness, or ignorance on the part of the installation Special Service Officer. If the latter thinks of them and treats them as he would guests in his home they will not ask for anything more than guests would.

What the installation receiving the show is expected to provide is as follows:

- a. A guide into the installation from an agreed meeting place;
- b. The Special Service Officer or his delegate to meet and welcome the show unit on arrival and to remain with it during its stay in the camp.
- c. A hot meal to be served before the show. (This is the troupe's only chance of getting a really satisfactory meal).
- d. The camp electrician to be present to assist the show technician and in case of breakdown of electrical equipment:
- e. A detail of 6 to 8 men to help unload and load equipment;
- f. The stage to be clean and neat and the surface checked for stability, exposed nails, or splinters.
- g. Two dressing rooms, male and female. These should adjoin the stage, if possible. Improvisation by hanging blankets can be utilized. Heat should be provided in cold weather.
- h. Dressing table, mirrors, hooks for hanging clothes, soap, towels, washing facilities, including hot water, drinking water, one cup for each performer, and toilet facilities.
- i. Seating arrangements to provide maximum audience capacity with enlisted men (not officers) seated in front rows. (See circular page 181, Subject : Civilian Attendance at USO Shows).
- j. Steps, if any, to the stage firm and secure to avoid accidents.
- k. Coordination in scheduling the show so that no conflict of other activities in the camp prevents a maximum audience.

1. Sandwiches and coffee after the show are always appreciated.

If two shows are scheduled in one evening and one show will take care of available personnel, it is the duty of the Special Service Officer to inform the show unit officer so he can make the necessary adjustment. Should one show only be scheduled and two shows be necessary, the Special Service Officer should arrange with his Base Section or higher echelon Special Service Section for two shows in the future.

The USO Camp shows maintains an office in London and employs civilian Field Supervisors in Base Sections who assist in liaison and cooperation as needed.

CONTINENTAL OPERATIONS.

The first USO show units on the Continent will be small groups of not more than five performers. They will not carry any stage equipment except individual musical instruments. They may not have their own vehicles. Transportation may have to be arranged by the unit to be entertained.

Much later, when the situation warrants, USO shows of a type now playing in the U.K. will be set up in circuits on the Continent. They will operate with their own equipment as in the United Kingdom.

CHAPTER 13—SPECIAL SERVICES

MISCELLANEOUS

This guide is just that, a guide. It cannot cover in detail all the activities that a particular Special Service Officer will be concerned with. It does not attempt, for instance, to give Anglo-American relations the space this subject deserves. All U.S. officers and enlisted personnel in the ETO (not just Special Service Officers) should be familiar with the letter published in Stars and Stripes, 6 March, 1944, addressed "To Every American Serving Under My Command" and signed by General Eisenhower. From this letter the following is quoted:

"It is vital that we work with the people of Great Britain, both in the fighting services and in civil life, on the basis of mutual respect, consideration and cooperation. This means that we must earn and keep their respect as a great military machine, dedicated to the single task of doing our duty in the winning of this war."

Ambassador Winant has said, "Each individual in the theater must act as a personal ambassador not only for the Army but for the United States."

The Special Service Officer will have much to do with cooperative Anglo-American relations. Such matters as offers of hospitality, British Welcome Clubs, organized tours to points of interest, welfare cases of U.S. military and British civilian origin, joint Anglo-American entertainments, dances and parties, exchange of military personnel between U.S. and British units, marriages of U.S. soldiers and British girls, children born in the United Kingdom of American fathers conditions in the neighboring town due to presence of U.S. troops, etc., will all come within the range of activity of the Special Service Officer.

The following references are given:

Allotment of ARC beds in Circ. 34 Hq ETO, 28 Mar. 1944
London Letter AG 080 (19 April 1944)
OpGA

No travel to Northern Ireland
except on orders Circ. 40 Hq ETO, 16 April 1944
Food Ration cards for U.S.
personnel Page 177 of this guide
Rations in kind for hospitality Page 179 of this guide
Passports for U.S. children
born in U.S. Letter AGO1A, 331, 3 March
1944 MPGA Hq, ETO

Allotment of Family Allow-
ances Circ. 27 Hq ETO, 15 March 1944

Other activities that are not part of every Special Service program but have been successfully established by Special Service Officers in certain organizations are listed here as reminders that your field of work can expand in many directions. Hobby craft shops, lawyers' clubs, farmers' clubs and other groups for soldiers of the same civilian trades or professions; debating teams, brains-trusts, photography groups, airplane model makers, stamp or coin collectors, sketching classes, painters in oil and water color, limerick writers, may all be added to your program as felt desirable. Exhibits of hobbies, etc., are good. Anglo-American weekly discussion groups are interesting.

All these things, of course, are limited, in their appeal, to comparatively small groups of men in a unit. For that reason

they are not as important as mass participation activities such as athletics and singing. But they can be a definite help to the welfare of the men. The Special Service Officer has many opportunities on these specialized lines.

CHAPTER 14

ENLISTED MEN'S COUNCIL

An organization that has been found valuable by Special Service Officers is an enlisted men's council. Such a council is made up of delegates or representatives from each subordinate unit. The most effective way of establishing such a council is to have your headquarters ask each of its subordinate units to delegate an enlisted man to attend the council at a certain time and place on the same day each week.

The following points are suggested for inclusion in a directive from your headquarters to the commanding officers of your subordinate units. You should modify it, of course, to suit your particular conditions :

1. The Special Service Officer of this headquarters will organize an enlisted men's council.
2. Your organization will delegate a qualified enlisted man as a member of the council.
3. The mission of the enlisted men's council will be :
 - (a) To determine what activities are most popular and most desired by the unit.
 - (b) To plan and supervise such athletics as are desired by majority of personnel.
 - (c) To determine what books and magazines are most popular with personnel, prior to requisitioning.
 - (d) To encourage and produce theatrical entertainment within the unit.
 - (e) To assist unit officers in promoting and supervising the sale of National Service Life Insurance and War Bonds to members of the unit.
 - (f) To assist the designated unit officer in promoting the educational program.
 - (g) To assist the unit officers in carrying out the orientation program.
 - (h) To consider the conditions of enlisted men's morale, opinions, recreation, and leisure welfare, and refer resolutions to this headquarters.

4. Notify Capt. [redacted], Special Service Officer, this Headquarters, of the name of your delegate by [redacted], before 1700 hours; phone [redacted]

5. Council meetings will be held each week on Monday at 0900 hours at [redacted]

There is one question about enlisted men's councils that should be decided before they are instituted in a command. It is a question that has been the subject of many arguments and bull sessions. It is this: Should enlisted men's council meetings be exclusively attended by enlisted men or should the Special Service Officer be present? Unless you are bound by policy from a higher headquarters, you must decide this question for yourself. The pros and cons are listed herewith:

Officers should not be present because:

The presence of an officer prevents free discussion.

An officer is apt to take too large a part in the council's deliberations.

The men do not feel that it is really an enlisted men's council if an officer is present.

The line between officers and enlisted men is apt to be overstepped.

An officer can always be invited to attend if his presence is necessary.

The Special Service Officer should be present because:

He can give decisions on most questions that arise.

He can furnish information that may not be otherwise available in the discussions on some matters.

His presence gives the men a feeling that he and they are a team working together.

He can guide the council on constructive lines.

Men with suggestions know that their suggestions have been heard by someone who can act on them.

He gains a better idea of what the men of the unit are thinking and of their mental attitude.

He can prevent the passing of resolutions or recommendations outside of the jurisdiction of the council.

CHAPTER 15

SPECIAL SERVICE ON WHEELS

The Special Service Company is a product of this war. It is an independent, self-sustaining, mobile organization, trained and equipped to provide movies, music, GI, and radio entertain-

ment. It provides a technical service covering athletics, theatricals, orientation, information, and education. It operates a circulating library and a publication kit. It operates a mobile entertainment and training film exchange.

It is trained and equipped as a combat company. It is, in fact, Special Service on wheels, organized for rugged duty with the operational forces. In Italy, the Special Service Company has undergone its baptism of fire and taken its losses along with the combat troops. It has proved itself.

CONTINENTAL OPERATIONS

On the Continent, Special Service Companies will operate with the Field, Service, and Air Forces. At first, they will be the main source of Special Service, circulating films, reading matter, organizing games, providing timely motion picture and GI entertainment. Those operating with the Field Forces will be attached to Army Hq and Corps Hq; those with the Air Forces will be attached to Air Force Hq; those with the Service Forces to Advance Section and Base Sections Hqs of the Communication Zone.

SPECIAL SERVICE COMPANIES T/O AND E 28-17

The Special Service Company is composed of a company headquarters and four platoons, comprising 5 officers and 109 enlisted men. The identity of the Special Service Company always remains intact, and platoons and similar groupings of Special Service Company personnel operate under the technical control of the Company Commander who, in turn, is responsible to the Chief of Special Service, ETO, through channels.

Commanders and Special Service Officers at whose headquarters a Special Service Company or platoon is stationed will not require the Company or platoon to furnish their organizations with more than the normal amount of Special Service activities available to other organizations serviced by the Company or platoon.

The personnel of the Special Service Company will conform, in so far as possible, with the regulations and training program of the post, camp, or station. However, consideration should be given to the fact that the personnel is often engaged after midnight in presenting motion picture shows, servicing dances, and conducting other off-duty entertainments.

Six main facilities of service are offered by the Special Service Company.

*Motion Pictures**. Seventeen 16mm projectors complete with screen, record player and mike, transformer or generator are operated by each Special Service Company in the ETO. One projector is operated by the Company headquarters for emergencies and four projectors by each platoon on a regular schedule. Two projectionists are in charge of each projector with one technician repairman in each platoon performing 1st and 2nd echelon maintenance. The Company carries with it a supply of both entertainment and training films.

Athletics. Each of the platoons have an experienced athletic technician trained to direct outdoor and indoor sports activity. He is familiar with basic rules of all sports; able to set up tournaments, coach and officiate and help provide facilities for 100% participation in sports.

Each platoon athletic section is provided with a supplementary athletic Kit A-1. It contains athletic repair equipment, baseball bases, athletic supporters, books on sports, and supplementary athletic equipment for Kit A.

Music Section. Each company has an organized dance orchestra to provide music for dances, shows, and other entertainments. The members of the orchestra are trained to (1) organize dance orchestras and music groups; (2) lead in mass singing and train song leaders; (3) instruct in playing of the harmonicas, tonettes, ocarinas, and (4) in general, promote and encourage musical entertainment for the troops by the troops.

The platoon music section is provided with a kit containing harmonicas, tonettes, ocarinas, guitars, mandolin, replacement parts, and a repair tool kit. Each platoon is also provided with one 40" specially built Steinway piano.

Theatricals. There are four theatrical technicians, one in each platoon, trained to organize and promote any type of soldier entertainment. The theatrical and music technicians together are prepared to furnish a complete GI show or a small entertainment unit, as an "opener" or a "sustainer" of the camp or station entertainment program. A theatrical

* TWX ETOUSA, 25 Jan. 1944, authorises 17 single projectors with accessories, screens and power to operate and 9 additional $\frac{1}{4}$ ton weapon carriers.

kit consisting of costumes, wigs, make-up kit, is provided each platoon for use in staging theatricals.

Orientation, Information, and Education. One technician in each of the four platoons is trained to :

- (1) Counsel and assist Special Service Officers and enlisted men regarding policy and procedure in all matters pertaining to orientation, information, and educational activities.
- (2) Organize and supervise the operation of unit libraries and carry out a library rotation schedule.

Each technician is furnished with a mobile library of fiction and educational subjects. In addition, the Company receives each month a supply of "Council Books," pocket size best sellers, for distribution where the need is greatest.

Each platoon is provided with a publication kit for publishing news bulletins and to publicize, effectively, Special Service activities within its area.

Radio—Phonograph and Public Address Systems. Known as a "P.A." system, one is provided with each platoon's equipment. It is operated by a radio technician, providing recorded music, transcribed radio programs, radio programs, and a complete address system for amplification of musical and entertainment skits and dance programs.

Special Service Company Transportation Facilities :

One—1/4-ton command car.

Five— $2\frac{1}{2}$ -ton cargo trucks.

Thirteen—3/4-ton weapons carriers*.

Five—one-ton trailers.

CHAPTER 16—MORALE SERVICES

MORALE FACTORS

What is morale?

A soldier has high morale when he :

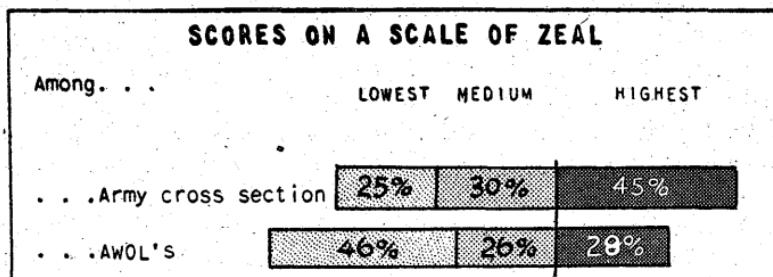
1. Has a high degree of zeal for his task, whether working or fighting.
2. Accepts discipline willingly, understanding the necessity for personal subordination to the good of the team.
3. Has a high degree of self-confidence.

* TWX. ETOUSA. 25 January 1944, authorizes total 13 trucks— $\frac{3}{4}$ ton.

4. Is fundamentally satisfied with his role as a soldier in the Army.

Therefore the target for mental conditioning of troops consists of the four components listed above. We can label them for short: zeal, discipline, self-confidence, satisfaction. When soldiers have these four attitudes, they have high morale. Let's examine them more closely.

ZEAL: Everyone recognizes the difference between that performance of duty which is half-hearted or grudging,

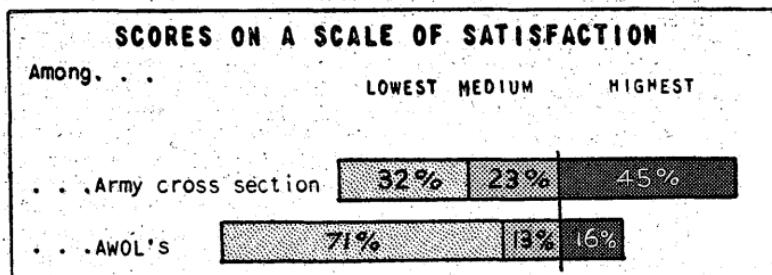


even punctilious with respect to regulations, but no more, and that performance into which the soldier throws himself wholeheartedly. Zeal may be described as the voluntary "plus" which a man gives to his task—over and beyond perfunctory obedience to regulations. This "extra" courage, endurance and resourcefulness is important not only among the men actually at the front line of battle, but equally among the many rear echelon troops whose devotion to their tasks may mean lives saved and battles won.

DISCIPLINE: Outward conformity, enforced by arbitrary authority, is not good discipline, though it is sometimes mistaken for it. Nor can discipline be defined as automatic response to commands. Discipline which is sound and reliable enough to depend on in crises exists only when the soldier himself has been shown the significance and necessity for it, and has come to accept the requirements of discipline as standards by which he judges his own performance. It is at this point that discipline, or the acceptance of discipline, becomes an expression of high morale.

SELF-CONFIDENCE: Genuine self-confidence implies a fundamental belief in personal adequacy, which is not to be confused with mere superficial cockiness. (The latter is frequently only the surface compensation for a deep-seated sense of inadequacy.) Self-confidence is, essentially, a basic sense of personal worth, and is founded on a realistic appraisal of what the job is like, and on confidence in one's training and equipment for the job to be done.

SATISFACTION: In every army at every rank there is a certain amount of griping and grumbling. Much of it is a healthy part of the process of adjusting to unpleasant and demanding conditions. Satisfaction with army life does not imply absence of such "griping" but it does mean the absence of deeper discontents which seriously undermine zeal and discipline. Boredom, a feeling of not being effectively used, of having to endure hardships and privations which are regarded as unnecessary, the feeling that



one's welfare is of no concern to one's superiors, worries about problems at home—these things may, and often do, create profound unrest and dissatisfaction.

Zeal, discipline, self-confidence, satisfaction. These are the attitudes we want the troops to have. These are what we're aiming at. How can we develop these attitudes? Seldom can they be influenced directly. These four are general attitudes. We produce them in troops by influencing certain specific attitudes, by changing certain specific conditions.

All the specific attitudes discussed below have an important bearing on morale. They all tend to change for the better the general attitudes of zeal, discipline, self-confidence, satisfaction:

1. **BELIEF IN THE ARMY'S CONCERN FOR INDIVIDUAL WELFARE:** The degree to which the soldier is convinced that his superiors are genuinely concerned with his personal welfare is closely related to his acceptance of discipline and his general satisfaction with Army life. Commanding officers genuinely concerned about the welfare of their men can frequently do much about food, medical care, recreation, furloughs, etc. But morale will not suffer even where conditions are tough or unpleasant if it is clearly demonstrated to the men that their leaders are doing all they can to improve the situation. A soldier's worries about the problems of his family back home can sometimes be lightened by actual solution of these problems, but even where nothing concrete can be done, the officer who will talk over the soldier's problems with him sympathetically will do something to alleviate his worries and much to

sustain his morale. It is next to impossible to maintain high morale if soldiers believe their personal welfare and problems are matters of indifference to officers.

2. SATISFACTION WITH JOB ASSIGNMENT: Efficient utilization of manpower requires the maximum effort to assign men where their skills and capacities can be used most effectively. This matter assumes even great importance when it is realised that all four of the general morale factors, zeal, discipline, satisfaction and self-confidence are closely related to satisfaction with job assignment. Where military necessity precludes placement in work related to a soldier's skill or interests, much can be done for his mental attitude by explaining to him why it is necessary to keep him in his job, and by emphasizing the importance to the total war effort of the job he is doing. In combat situations, the relationship of this important aspect of morale to the problem of replacements is crucial. Proper assignment of replacements has proved to be a morale factor of first importance, not only for the soldiers coming into the lines, but also for the units to which the new men are sent.
3. REALISTIC APPRAISAL OF THE JOB AHEAD: Data collected to date seem to indicate that both extreme optimism and extreme pessimism are undesirable states of mind for good morale. Extreme optimism has not been found to be related to high self-confidence. Further, severe morale setbacks have been known to occur among combat troops who started action with an over-optimistic view of the ease of their task only to be subsequently surprised and disillusioned when they discovered how tough the mission really was. Extreme pessimism about the difficulty of the task appears to be related, in some degree, to undesirable attitudes toward discipline and a low satisfaction with Army life. It is one of the important functions of the Special Service Officer to combat over-confidence—to steel men for a grim and prolonged struggle. At the same time, a program to instil in men an understanding of the toughness of the job ahead must be linked closely with an orientation program convincing the men that victory is so important that it is worth the cost.
4. CONFIDENCE IN TRAINING AND EQUIPMENT: Confidence in the training he is receiving and the equipment he is issued, both of which increase his chances of winning and surviving battles, is obviously a strong support to the soldier's morale. In actual combat situations, good training will help men to make a fair assessment of the merits of their own and of the enemy's equipment. It is also important that he be kept informed, so far as possible, of the facts regarding the particular tactics and weapons employed by the enemy. False rumors about the equipment or the efficiency of enemy and of friendly forces must be quickly spotted and counteracted, if confidence is to be maintained.

5. BELIEF IN THE IMPORTANCE OF THE MISSION: This phrase stands for the soldier's belief that the assignment of his outfit is important in winning the war. A soldier who is convinced that the functions and duties of his outfit have little significant relation to the total war effort will tend to have correspondingly low morale. Research studies show that zeal, discipline, self-confidence, and satisfaction with Army life are all related to belief in the significance of one's type of service.

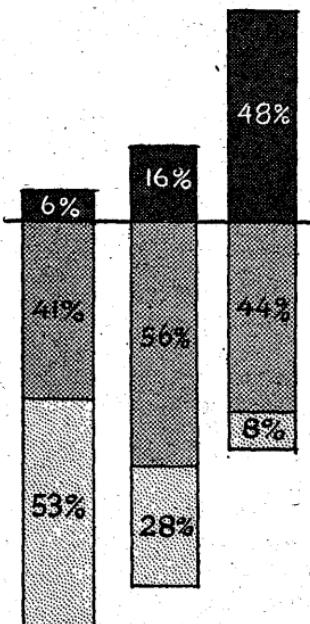
The problem is often particularly acute among supply troops and other rear-echelon soldiers. Troops in inactive or isolated bases may also be particularly subject to the feeling that their part in the war is unimportant. However, the feeling that the task in hand is "not worth while" may, in the absence of positive countermeasures, develop anywhere. Even among combat troops, programs designed to show how the work of the unit fits into the picture of the campaign as a whole have been shown to be desired by the enlisted man and of great interest to him.

**HOW RESPECT FOR LEADERS
IS RELATED TO PRIDE AND
CONFIDENCE IN OUTFIT**

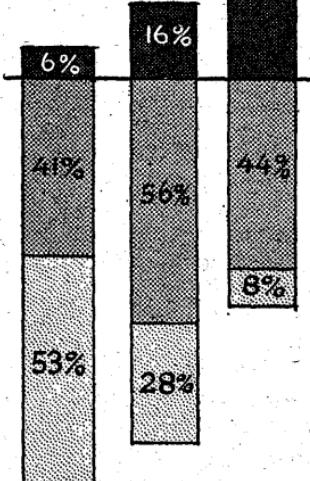
Among Men whose Respect
for Leaders is:
Least Medium Most

Percentage with . . .

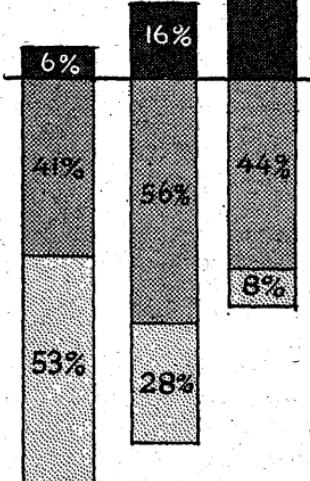
Greatest Pride and Confidence



Medium Pride and Confidence



Least Pride and Confidence



6. PRIDE AND CONFIDENCE IN OUTFIT: Most experienced military leaders properly emphasise that if a soldier's outfit stands in his mind for high quality and able performance, this attitude drives him to a great effort to *live up* to that standard. The attitudes which a soldier has toward his outfit are in part a reflection of what soldiers in other outfits say, and even of what civilians say. The commanding officer of a Paratroop regiment, for example, has an easier task in building pride in outfit than does the commander of an Infantry regiment. But "esprit de corps" or team spirit has a more personal side—the feeling of comradeship and of "belonging" to the outfit—which the resourceful officer can support by giving his men encouragement and recognition and fostering their feeling of being a valued part of the unit. Respect for leadership, and pride and confidence in outfit have been found to be very closely related. The man who has such pride is the most likely to rate high in his attitude toward discipline, and in satisfaction with Army life.

7. FAITH IN THE CAUSE AND IN THE FUTURE: Attitudes in this category have been found to be related to all of the basic general morale factors. Included here are:

- (a) The conception the soldier has of the aims of the war effort.
- (b) The value he places on these aims, and the degree to which he identifies his personal values and interests with the collective purpose.
- (c) The confidence that what he believes are worthwhile aims will actually be achieved, including the belief that after the war he will be able to achieve a reasonable personal security.

Organising the efficient dissemination, interpretation and discussion of military and home-front news can help to provide the necessary perspective. Outlining the Army's plans for economic and educational help to the demobilized soldier and transmitting authoritative forecasts of post-war developments and job opportunities should be of some help in sustaining the soldier's faith that the things he is fighting for will actually be achieved.

What is morale?

Think of zeal; willing discipline; self-confidence; satisfaction.

CHAPTER 17

THE SPECIAL SERVICE OFFICER AS A STAFF OFFICER

As a Special Service Officer you are a staff officer. There is much more to being a good staff officer than knowing Special Service. Any staff officer, whatever his branch of service or his special field of work must know something about how staffs

work. He must know what his obligations are as a staff officer. Whether he is the Special Service Officer, the Provost Marshal, the S-2 or the Adjutant doesn't matter. Certain rules apply to all staff officers.

To understand them and to apply them correctly the staff officer must have in his mind a clear idea of the basic doctrines of the staff. These are officially on record in FM 101-5 entitled "Staff Officers' Field Manual—The Staff and Combat Orders." Every good officer must be familiar with Chapter 1 of this field manual. (A note in passing is that the duties of the Special Service Officer are in Par. 39 3/4. This is a recent change which you may not find in old copies of FM 101-5).

To summarize briefly the staff doctrine of FM 101-5 :

The commander alone is responsible to his superior for all that his unit does or fails to do. The staff of a unit consists of the officers who assist the commander in his exercise of command. A staff officer as such has no authority to command. All policies, decisions, and plans, whether originating with the commander or with the staff, must be authorized by the commander before they are put into effect. When a staff officer by virtue of delegated authority issues an order in the name of the commander, responsibility remains with the commander even though he may not know of the order.

You would be wise to keep the three following points in mind, especially when the going gets tough :

1. A staff officer carries out the intentions of his commander. In the absence of instructions he acts as he believes his commander would instruct him to act if his commander were present.
2. The staff officer best serves his commander by best serving the troops.
3. A staff officer must be loyal to his commander. The only time for disagreement with the policy or decision of the commander is before the decision is announced by the commander. Once the latter has made known his decision, it is the job of his staff to carry out the policy decided, no matter how strongly they may have believed an opposite decision should have been made.

In short, your orders to yourself as a staff officer should be : Carry out the C.O.'s intentions, serve the troops, be loyal to your chief.

CHAPTER 18

YOUR SPECIAL SERVICE

An infantryman is damned proud of being an infantryman. Artillerymen think there's no branch as good as theirs. Repeat for all arms. Repeat again for the services; the medicos are proud of their service, the Transportation Corps is new but has esprit de corps, the ordnance boys think they're pretty hot stuff.

And Special Service? Well, Special Service Officers have good reasons for being proud of their service. The Special Service Officer has an opportunity as good as any officer's in the Army. He can increase fighting power by his activity if he can add ten per cent to a unit's effectiveness by increasing morale. It will be the only ten per cent added to the Army that needs no transportation, no added equipment, no extra weight in a man's pack. Yes, it will be the only ten per cent the enemy can't destroy without first killing every man in the unit.

The Special Service Officer is the commander's staff officer for the morale of his troops. The commander's responsibility for morale cannot be delegated—but the commander can be assisted and advised in morale matters. The Special Service Officer does this. The best way he can support his commander is to think, and worry, and act for the welfare of the men.

Care for the men's welfare is basic to good leadership. It is basic to good morale. It is the making or breaking of a unit. Poor leadership or good leadership decides an army's failure or success. In this sense no staff officer has a more important job than the Special Service Officer.

If he does not realize this, if he does not actively help the commander in being a good leader by caring for the welfare of his troops, he has muffed a superb opportunity. The Special Service Officer may muff the job. The leader cannot muff it and remain a good leader. Without a good Special Service Officer the leader is forced to place his reliance on another staff officer and carry a bigger load himself. There is your opportunity, Special Service Officer. There is your chance to make good—and making good you will have done a service to the Army that you can be very proud of indeed.

Special Service Officers have made good in this basic mission of morale—and their commanders' troops have shown the

result in combat with the enemy. Once you thoroughly grasp this idea you become one of the key men in an organization. Until you grasp it you are a theatrical producer, or a cinema officer, or a provider of entertainment, or a cheer leader, or an education advisor. The minute you enlarge your thinking, everything that affects the welfare of the men becomes your business.

You are interested that the men get their mail promptly though mail is an AG problem and not handled by Special Service. You are interested in knowing that there are adequate supplies for the men in the Army Exchange. Unsatisfactory mess conditions are your baby in that the men's welfare is affected, though it is definitely not expected that you run the mess. Cooperate with other officers pretty completely.

Then you have definite matters that you must run yourself and accept direct responsibility for. Athletics, entertainment, orientation, off-duty time education, cinema, Special Service supplies, etc., etc. Important work, all of it, which must be done well, in spite of inadequate numbers of personnel, lack of equipment, and constant need for improvisation.

To help you with ideas, with news of improvisations made by other Special Service Officers, the Special Service Division, ETO, publishes periodically a small pamphlet called Reecap. If you aren't receiving Reecap, ask for it through your next higher echelon.

Improvisation calls for imagination. This adds another quality to what you'll need as part of your personal equipment. Initiative, tact, cooperativeness, imagination, and unlimited amounts of energy.

That makes your job a tough, hard, real job in any man's army. Its possibilities are limited only by your capacity for doing an expert's work. You can fritter away your time, you can antagonize others, you can wash your hands of welfare matters that the book says are the responsibility of others. Sure, and then you will have no pride in Special Service—and vice versa.

Or you can be on the ball, you can be a real help to your commanding officer, you can be the authority on the leadership and welfare of the men, you can use your administrative and organizing talents to have a smooth-running coordinated Special Service operation. And the men of your organization

will have an esprit and a morale that you can be very proud to have had a hand in creating.

Your own pride in your outfit and in Special Service will then be tops.

CHAPTER 19

POINTS FROM COMBAT.

From reports of Special Service Officers of field force units which have fought the Germans. The Special Service Officer in each case was on the staff of a unit indicated in parenthesis.

When your Athletic Technicians go out, they cannot take their equipment with them; they have to improvise. Make a football out of a canteen, etc. Don't try to make these games too big. Hold them down to company size. (Army)

Be sure you have just one type of projector. Have six projectors available for each division, using five of them and keeping one in reserve for spare parts. (Army)

Encourage group singing. Sing cowboy songs, bar-room songs, and soldier songs. (Army)

When you are in the front lines show movies seven days a week. When in rest areas, show movies six days a week and leave Sundays for church services. (Army)

When a man comes back from the front line, he wants to take a shower, get a haircut, press his clothes, and clean up in general. After he does this he feels like a new man. (Army)

On language courses, teach things the men use in service, the simple little phrases they use in their work. Let it go at that. The rest they will pick up themselves. Concentrate on French and German, but don't give them too much of either. (Army)

When you go into a town where the houses of prostitution are, contact the M.P.s and gain their assistance in eliminating them. They do more damage in one week than the damn Heines do in a month. (Army)

When fighting G2 has nine-tenths of the problems, when the fighting stops you have the nine-tenths. (Army)

When a man comes over from the States, orient him. Teach him what the Hun looks like, what kind of weapons he has and what kind of units he has. Impress him with the fact that he is a much better man than the Hun. Tell him what

he will be up against over there. Tell him his is not going to a Sunday School picnic. (Army)

We have the best Army, Navy, Marines, and Air Corps there is. We must learn to help one another and when we get over there, it will pay big dividends. (Army)

In the line the soldier should be supplied with reading material and writing material for letters. (Division)

There should be a generator with each projector. Movies have been shown as close as three miles to the front line. (Division)

After combat athletics are not needed for about 30 days. Then you should have an athletic program ready. (Division)

Work with American Red Cross. They can be gotten to set up day rooms from town to town. (Division)

Each Special Service Officer must service all troops in his area. (Division)

I had one officer with a security group in front to find out what was in the town. One officer was at the forward Command Post. His job was to pick up anything reported back by the officer with the security group. Two officers were at the rear CP. One was continually at headquarters, the other moved back and forth for supplies. You must keep constantly in touch with higher echelons. Continually report verbally to CG on state of morale of his troops. (Division)

In combat each squad should have some playing cards. (Army)

In delivering Special Service supplies, take them to the front and work towards the rear. Start with front companies and batteries and come rearward. (Army)

Each company and battery should have a library of 100 books. Song books should be included. (Army)

Venereal disease control and summary courts martial are important. Every man confined by disease or for discipline, is a man lost to the outfit. Teach the men the local diseases. Put this in their educational program. (Army)

Check the men's insurance before action. (Army)

We arranged for motion picture film exchange every seven days at council meetings. Every division should have six projectors. (Army)

Cooperate. Help the other guy. Lend supplies between units, etc. (Army)

Check for green light stations first day. Go through towns at once and see what places you want to have closed up. ARC field director can have a club open in 24 hours. Men will want shoe shine, clothes pressing, shave, haircut, showers, in a central location. Speed is necessary in taking over buildings. (Army)

If the average combat soldier was asked the four most important factors contributing to his personal happiness, his reply in all probability would be : 1, Mail ; 2, Post Exchange Supplies ; 3, Movies ; 4, News and Reading Material. (Regiment)

So important was news considered that when our units were in the line and message center distribution was difficult and dangerous, only important vital messages were permitted so as to cut to a minimum the movement of men and vehicles. Stars & Stripes and Yank were on that list as urgent. (Regiment)

It was possible once in a while to pick up radio news via short wave at the Regimental CP, and type out a one-page news sheet with a limited distribution of 35 copies to cover the regiment. (Regiment)

It is imperative that personal contact be maintained with the Division Special Service Officer at the Rear Echelon headquarters for he receives information and supplies from time to time that may mean an improvement in your services to the men. (Regiment)

Preparation for activities during a rest period. Be prepared, if possible, to reach the rest area ahead of the regiment, dig up what information is available for the comfort and recreation of the troops and publish a memo, written or oral, as soon as they reach the area. (Regiment)

When the regiment is pulled out of the line for short rest periods of from two to seven days, we make every effort to show movies every night. On any longer period movies are shown three times a week ; Monday, Wednesday, and Friday. This schedule was adhered to at the conclusion of the Tunisian Campaign and aided in eliminating any confusion and doubt as to the date of shows. (Regiment)

It was soon discovered that the Company Commander and his Athletic Officer were the key to a good athletic program within a unit. Their interest or indifference make a great difference in the unit's active participation. (Regiment)

At every opportunity bathing and shower facilities should be made available to the men of the organization. Combat troops are many times forced to do without these sanitary facilities for long periods and may even be deprived of a change of clothes for as much as two months. An important function of the Special Service Officer upon reaching a bivouac or rest area, is to investigate all facilities for washing and bathing and complete arrangements for units to use these facilities in accordance with a coordinated plan. Perhaps active supervision on the part of the Special Service Officer may be necessary. (Regiment)

CHAPTER 20

THE AMERICAN RED CROSS

The American Red Cross is the people of the United States, your family and mine, their hearts and their dollars and dimes, expressed in the small piece of U.S.A. that is the American Red Cross Club overseas ; expressed, too, in the doughnuts and hot coffee of a Clubmobile pulled up in the mud, surrounded by a bunch of grinning GIs ; expressed most of all in the Red Cross Girl, the girl with the back-home accent. But she's a story for the GI to write.

AR 850-750, 30 June 1943, gives the mission of the American Red Cross in full. Those parts most pertinent to overseas operations are reproduced below :

“To provide consultation and guidance with regard to personal and family problems of the soldier.

“To provide assistance with communications between soldiers and their families and with inquiries concerning their location and welfare.

“To provide or arrange for financial assistance needed by families of soldiers.

“To refer soldiers or their families to appropriate agencies specializing in legal aid, medical or psychiatric care, employment, and the like.

“Hospital service for patients.—The Red Cross, working in close cooperation with and under the guidance of the medical authorities, will render the same service to patients and duty personnel in hospitals as outlined above. In addition it will :

“Provide comfort articles for those patients who are temporarily without funds or to whom these articles are not accessible.

"Plan and direct medically approved individual and group recreation for bed patients and convalescents.

"Communicate with the families of patients.

"Assist patients who are unable to carry on their own correspondence to maintain communication with their families.

"It being recognised that the primary purpose of the Red Cross in time of war is the care of the sick and wounded, additional services to the able-bodied outside the continental United States may be made as follows:

"To transmit funds to soldiers' beneficiaries living in the United States, in cases of individual emergencies. This will be done only when postal or cable facilities are available.

"To aid military authorities in securing information regarding missing or captured men.

"To furnish comfort articles when need has been established.

"To meet the emergency needs for athletic and recreation material and to assist with the recreation program for able-bodied troops. It is not intended that the Red Cross will duplicate or parallel the work of the War Department in these activities.

"In areas assigned to the Red Cross by the War Department, to provide feeding, housing and recreation facilities adjacent to military concentrations when requested by the proper military authorities. It is not intended that the Red Cross will duplicate or parallel the work of the War Department in these activities.

"The details of recreational operations under policy decisions concerning relations between the Red Cross and the Army are to be carried out through the Director, Special Service Division, War Department.

"In the theaters of war and in other areas subject to military jurisdiction, activities of the Red Cross will be governed by such administrative regulations as may be prescribed and will conform to the orders of the commanding general and of those acting for him."

CONTINENTAL OPERATIONS

The American Red Cross calls the Continent Zone V. Its plan for Zone V includes the use of Clubmobiles, Donut Dugouts and a fleet of twelve Cinemobiles. The Donut Dugouts are tent clubs serviced by both the Clubmobiles and Cine-mobiles. The Dugout will be moved from location to location

according to desirability. The Dugouts will have limited sleeping facilities. As conditions warrant, regular Red Cross Service Clubs will be opened.

As in the UK the American Red Cross will have a program on the Continent for the sick and wounded soldier. Writing materials, personal comforts, reading matter, and small games for those who can use them will be provided.

COORDINATION : General Eisenhower has said "In any command, Special Service and American Red Cross activities will be coordinated to avoid duplication of effort and to afford maximum benefit to the soldier." To this end, Commanders look to their Special Service Officers to coordinate closely with American Red Cross field directors, and to make the utmost use of Red Cross services and facilities. This is a constructive partnership, Special Service Officer and Red Cross field director working together in a common cause.

HEADQUARTERS
EUROPEAN THEATER OF OPERATIONS
SPECIAL SERVICE DIVISION
UNITED STATES ARMY
APO 887

8 MAY 1944.

SPECIAL SERVICE SUPPLY MEMORANDUM NUMBER 6.

1. RESCISSION. This Memorandum rescinds Memoranda 1 through 5 and any information previously published in Reecap which is in conflict herewith.

2. CHANNELS: All Special Service equipment is now issued by, or on the recommendation of, the Base Section, USSTAF or EWATC Special Service Officer. Consequently, all requisitions must be channeled through the Base Section, USSTAF or EWATC, before being acted on by the Supply-Fiscal Branch of the Special Service Division.

(a) Requisitions for sample kits of self-teaching materials may be sent direct to United States Armed Forces Institute, Headquarters, SOS, APO. 871, after approval by the Base Section, USSTAF or EWATC Special Service Officers.

(b) Applications and materials for United States Armed Forces Institute correspondence courses may be routed direct between the student and United States Armed Forces Institute.

(c) Allocations concerning operational troops only will be shipped either to the Base Section distributing points or to one central location as determined by the Special Service Officer of the Operational Command concerned. Retail distribution of this equipment will not be made at G-24, except for troops within the Western Base Section.

3. Distributing points for Special Service equipment are located as follows:

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4. 35 MM. PROJECTION EQUIPMENT: Prior to issue of 35mm. Projection Equipment, the location at which the equipment will be installed must be inspected by qualified personnel of the Cinema Branch. Recommendations for this inspection should be made by the Base Section or Higher Headquarters Special Service Officer, only after survey has been made by his Office.

5. EQUIPMENT FOR SPECIAL SERVICE COMPANIES:

(a) Requisitions from Special Service Companies for items normally supplied by Special Service must be approved by the Special Service Officer of the Command to which the Special Service Company is attached or assigned. Requisitions for separate platoons will not be accepted unless approved by the Company Commander. It is desired that Base Section and Air Force distributing points provide miscellaneous items of equipment to Special Service Companies and that requisitions be submitted to the Supply-Fiscal Branch only for those items which

are not normally stocked by or not in sufficient quantity at the distributing point.

(b) T/E Equipment other than that supplied by Special Service should be requisitioned direct from the Base Section Supply Office for the appropriate service. Same applies to replacement parts.

6. PURCHASE: Requisitions for purchase of supplies must be indorsed by the Base Section Special Service Officer to the effect that the items are not currently available for issue.

7. BILLIARD TABLES:

(a) Future distribution of Billiard Tables will be made only to Hospitals, Posts, Camps and Stations of a permanent nature. It will be necessary for the approving authority to determine the degree of permanency before forwarding requisitions for this equipment. Requisitions now on hand will not be affected.

(b) Numerous reports have been received of careless handling of his equipment. Necessary preventive and corrective measures should be taken within each Command to assure that Billiard Tables are being properly cared for. It is recommended that Billiard Tables and any other equipment which is not being properly maintained by a Unit be recalled by Base Section Commander and re-issued to another Organization.

(c) Regarding maintenance of other equipment, your attention is invited to War Department Circular Number 107, dated 15 March 1944, subject: "Responsibility for Maintenance of Special Services and Morale Services Equipment".

8. SUBSCRIPTIONS TO BRITISH NEWSPAPERS AND PERIODICALS:

(a) Units requiring newspapers for authorized use will contact their nearest reliable newsagent and ascertain that he is able to supply. Form 400 will be submitted in quadruplicate, through channels, to Chief of Special Service, APO. 887, indicating that a suitable newsagent has been located stating his name and address. It is emphasized that these newspapers are provided for use in day-rooms for enlisted men, and requirements should be kept to a minimum. Basis for requesting newspapers must be given on requisition as: "Dayrooms, Hospitals or Library".

(b) After the requisition has been approved, the requisitioner will be advised to place an order direct with the nominated newsagent. Acknowledgment of requisition form containing advice that the requisition has been forwarded to OCQM does not authorize the placing of the order.

(c) Units placing orders with Newsagents should notify the Newsagents to submit their bills each quarter to the unit. When these bills are received by the unit, the following certification will be made thereon, and the invoices forwarded to OCQM, Procurement Division, APO.887, for payment thru H.M. Stationery Office:

"These items were received, and no payment has been made by U.S. Forces."

Signed.....

(d) The titles and quantities of the papers delivered by the Newsagents must be clearly indicated on the bill.

(e) Subscriptions for publications published less frequently than once a week will not be approved on these requests.

9. RENTAL OF HALLS: (a) The following information will be provided when it is necessary to hire a hall for use of Special Service activities such as dances, live shows, cinemas or sporting events :—

1. Name and address of building.
2. Purpose for which wanted.
3. Period or date wanted.
4. Whether management has indicated facilities are available.
5. Rental price.
6. Personnel who will be entitled to attend.
7. Basis of admission (whether or not free).

(b) Requisitions on QMC Form Number 400 will be submitted through normal channels so as to be in the office of the Supply-Fiscal Branch, Special Service Division, not less than fifteen days prior to the date the hall is to be used.

(c) Bills for hire of halls which are procured by above procedure should not be paid by the unit using the hall. Such bills should be forwarded to the British Command Entertainment Officers.

10. PURCHASES: (a) The Special Service Division has a general fund with which authorized purchases are made for the welfare of enlisted men. The only officer authorised to approve such purchases is the Supply and Fiscal Officer, Special Service Division, APO.887. Therefore, Special Service Officers desiring to purchase supplies or procure services in the field must submit a request in writing through normal channels, to the Supply and Fiscal Officer, Special Service Division, HQ, ETOUSA, APO.887, stating the cost of the items and the name and address of the supplier. Such requests, upon approval by this office and the General Purchasing Agent, will be authorized. A numbered Purchase Authorization will be forwarded to the unit. Invoices submitted for payment that have not received prior approval of the Supply and Fiscal Officer will be returned without action as a demand for payment cannot be placed on unauthorized purchases. With reference to purchases, your attention is invited to paragraph 4, Circular 28, HQ, ETOUSA, dated 16 March 1944.

(b) The only supplies or services which will be approved for payment are those supplies or services which are not procurable from the British on Reciprocal Aid and U.S. Army sources, or those items which are not procurable from normal channels within the time needed. A certified statement to this effect will be made when submitting your request.

(c) Many of the invoices submitted to this office for payment must be returned as they are not properly prepared. This delays the payment and causes additional work for the units concerned. Invoices submitted for payment will be prepared as follows:

- (1) Invoice will be submitted in triplicate.
- (2) Invoice will be typewritten or written in ink.

(3) Invoice will indicate the supplies and/or service for which payment is desired. If for supplies, the invoice will be itemized to show the unit cost and quantity of each item. If for services, the cost and inclusive dates for which the service was rendered will be shown.

(4) Invoice will bear the authorization number of this office.

(5) Invoice will bear a personally signed certification by an official of the firm which reads as follows: "I certify that the above charges are correct and just and that payment therefor has not been made."

(6) Invoice will bear a personally signed certification by the officer receiving the supplies and/or services which reads as follows: "I certify that the above (state service and/or supplies) have been satisfactorily received and that payment therefor has not been made by U.S. Forces."

(7) Invoices which show the item "expenses" must be itemized to show the supplies and/or services received thereunder, giving a full description, i.e., train fare from.....to....., £.....;meals at.....hotel, £....., etc. The invoices bearing such expenses will be certified by an officer as follows: "I certify that the (state supplies and/or service) was necessary in the military service and was not available through regular U.S. Army sources and is, therefore, approved for payment."

(8) Original certification will be on the original copy of the invoice.

(9) Certifications will appear signed on each copy of the invoice.

(10) Surcharges, i.e., postage, insurance, carrying fee, etc., cannot be paid when shown as a separate amount.

(11) Purchase tax must be shown as a separate amount. When this tax is shown, the following certification must be personally signed by an official of the firm. "I certify that the supplies and equipment for which purchase tax is shown was furnished from untaxed stocks; that this Company is directly accountable to H.M. Customs and Excise for the purchase tax on goods for which it is shown." No. of purchase tax registration certificate.....

FOR THE CHIEF OF SPECIAL SERVICE :

THEODORE A. SIEDLE,
Lt. Colonel, AC,
Executive Officer.

SUPPLIES.

Requisition the supplies which you feel your unit needs, but bear in mind that equitable distribution of the available total of supplies in the Theater may, in some cases, provide you with less than you've requested. For your information, there follows a listing of Special Service supplies and services in the ETO. The listing includes the bases of issue. Again, it should be borne in mind that each basis is subject to adjustment downward or upward in accordance with the flow of supplies into the Theater.

SUPPLIES T/BA.

1. Athletic and Recreation "A" Kit; issued on the basis of twelve (12) kits for 1,000 men, or one (1) kit for each company of 126 men, or two (2) kits for companies with a strength in excess of 126 men. Weight per kit when packed approximates 230 pounds and occupies 10.5 cubic feet.

Item	Quantity
Soccer Ball	1
Soccer Ball Bladder	1
Softballs	12
First Baseman's Mitt	1
Fielder's Gloves—2 left-handed	9
Catcher's Mask	1
Volleyballs	3
Volleyball Nets	3
Volleyball Bladder	1
Boxing Training Gloves, 14-oz. or 16 oz.	3 (sets)
Footballs	2
Football Bladder	1
Catcher's Mitt	1
Catcher's Body Protector	1
Baseballs	12
Baseball Bats	4
Softball Bats	4
Inflator	1
Badminton Set	1
Shuttlecocks	12
Cribbage Sets	4
Checker Sets	4
Pinochle Decks	12
Playing Cards	24
Backgammon Set	1
Domino Sets	8
Bingo Sets	2
Parcheesi Game	1
Horseshoe Set	1
Table Tennis Sets	2
Table Tennis Balls	36

2. Radio-Phonograph "B" Kits; issued on the basis of six (6) for 1,000 men, or one (1) for a company. Weight per kit when packed approximates 220 pounds and occupies 10.5 cubic feet. "B" Kits in the very near future will no longer be available for issue. Radios and phonographs have been requisitioned as substitutes and will be issued on the basis of one radio and one phonograph for each 150 men in lieu of "B" Kits.

Ten Inch Records	120
Standard Record Album (Ten Inch Size)	10
QB-6 Radio Receiver (Battery operated), including 1 extra set of tubes and 15 packages of green shank chromium needles (6 per package) with antenna materials, etc.	1

Battery Packs O replacement	2
Spring Wound Turntable	1
Packing and Packing Case, etc., Inside dimensions 15" deep, 21" wide, and 45" long, with special case for records and albums, etc.	1
Musical Equipment:	
Harmonicas	6
Books :	
Paper bound, fiction	100
Army Song, without music	7
Army Song, with music	3

3. Books are issued in sets known as "L" Kits. There are ten types of "L" Kits available in the Theater. These are library books. There are three series: L.1 to L.6 inclusive, Fiction and General Reading; L.7 to L.9 inclusive, Reference Books; L.10, Self-Teaching Materials.

(a) In general the basis of issue of Fiction and General Reading materials is one book to four men.

(b) The basis of issue of Reference Books is one book to ten men.

(c) Following is a description of each kit:

FICTION AND GENERAL READING.

"L.1." Approximately 180 titles—assorted fiction and general reading. This kit contains paper covered books pocket size prepared by the Council on Books in War Time, and are known as Council Books. Thirty titles of popular books are selected each month and published as series "A," "B," "C," etc. One series of these 30 titles is known as a set of Council Books. Each "L.1" Kit contains six sets of Council Books. Basis of issue is one Council Book for four men each month as the succeeding series becomes available. Requisitions should be made for any portion of an "L.1" Kit, but not less than 1/6, or 30 books.

"L.2." Approximately 35 titles—assorted fiction and general reading. This kit is intended as the minimum issue to units of less than 100 men who do not have access to a Unit or Organization Army Library.

"L.3." Approximately 160 titles—assorted fiction and general reading, inclusive of titles in "L.2" Kit. This kit is intended as minimum issue to units of from 100-300 men who do not have access to a Unit or Organization Army Library.

"L.4." Approximately 200 titles—assorted fiction and general reading, inclusive of titles in "L.3" Kit. This kit is intended as minimum issue for a battalion or analogous organization of 300-600 men who do not have access to a Central Organization Army Library.

"L.5" Approximately 350 titles—assorted fiction and general reading, inclusive of titles of "L.4" Kit. This kit is intended as minimum issue for a regiment or analogous organization of 600-1,000 men who do not have access to a Central Organization Army Library.

"L.6." Approximately 500 titles—assorted fiction and general reading, inclusive of titles in "L.5" Kit. This kit is intended as minimum issue to a division or analogous organization of 1,000-3,000 men for use as a Central Organization Army Library, or for distribution and circulation among subordinate organizations and units.

REFERENCE BOOKS.

"L.7." Approximately 50 titles—selected Reference Books. This kit will be issued only to separate units which do not have access to "L.8" or "L.9" Kits in Organization Army Libraries and where adequate provision is made for the custody and lending of such books. Requisitions must indicate how books will be used and circulated. Priority will be given to isolated units and hospitals.

"L.8." Approximately 300 titles—selected Reference Books, inclusive of titles in "L.7" Kit. This kit will be issued to organizations which have a Central Organization Army Library and provide a full-time librarian. Priority will be given to hospitals.

"L.9." Approximately 400 titles—selected Reference Books, inclusive of titles in "L.8" Kit. This kit will be issued only to a division or analogous organization headquarters having a Central Organization Army Library and to hospitals will full-time librarians.

SELF-TEACHING MATERIALS.

"L.10." Self-Teaching Materials, including High School and College Textbooks in a variety of subjects. This kit will be issued for display purposes to any Special Service or Education Officer for use in counseling officers and enlisted men about opportunities for individual and group study in off-duty time. Requisitions should be addressed to Commandant, ETO Branch, USAFI, HQ, SOS, APO 871, U.S. Army, with the following certification type-written at the end of requisition:

"I certify that the above books will be used for display purposes only."

RECREATIONAL EQUIPMENT

CLASS IV SUPPLIES

Item	Basis of Issue per 150 men
Badminton, complete	1 set.
Presses, racquet	Replacement
Racquets	Replacement
Shuttlecocks	
Boards, checker & chess	8 ea.
Boards, cribbage	5 ea.
Dart Board Games	1 ea.
Cards, pinochle	15 decks
Cards, playing	30 decks
Checkers	5 sets
Chessmen	3 sets

Item	Basis of Issue Per 150 men
Dice	12 ea.
Dominoes	10 sets
Radios	1 per 100 men
Snooker, table complete	1 ea.
Balls	
Butts	
Chalk, cue	
Cues	Replacement
Glue, cue tip	
Rests, cue	
Tips, cue	
Table Tennis, w/o table	2 sets
Balls, replacements	3 doz.
Bats	
Clamps, net	
Nets	Replacement
Tables	1 ea.

Item	Basis of Issue per 1,500 men
<i>Baseball:</i>	
Balls	6 doz.
Bases	9 ea.
Bats	6 doz.
Gloves, fielders for l.h.	108 ea.
" " r.h.	30 ea.
Leg guard, catchers	6 prs.
Masks, catchers	6 ea.
Mitts, catchers	6 ea.
Mitts, first base for l.h.	5 ea.
Plates, home " r.h.	1 ea.
Plates, pitchers	3 ea.
Protectors, body catchers	3 ea.
	6 ea.

<i>Basketball:</i>	
Backboards	4 ea.
Balls	18 ea.
Baskets	4 ea.
Bladders	18 ea.

<i>Boxing:</i>	
Mouthpieces	
Bags, punching, heavy	6 ea.
Bags, punching, light	12 ea.
Gloves, 8 oz.	12 sets
Gloves, 14 oz.	18 sets
Gloves, 16 oz.	18 sets
Headguards	12 ea.

Item	Basis of Issue per 1,500 men
Mitts, punching	6 prs.
Pads, knuckle, punching	6 prs.
Rings (equipment only)	1 ea.
Ropes, skipping	12 ea.
Sponges, wiping	4 doz.
Swivels, punchbag	12 ea.
Wraps, hand	1 doz.
 <i>Football:</i>	
Balls	18 ea.
Bladders, replacement	18 ea.
Cleats	
Goal posts	On request
Wrenches, cleat	
Inflators	5 ea.
Mats, wrestling	2 sets
 <i>Shoes:</i>	
Baseball	
Basketball	
Canvas, rubber soled, low quarter	On request as available
Football	
Rugby	
Track	
 <i>Soccer:</i>	
Balls	12 ea.
Bladders	18 ea.
 <i>Soft Ball:</i>	
Balls	12 doz.
Bases	9 ea.
Bats	6 doz.
Gloves, fielders for l.h.	126 ea.
", " r.h.	36 ea.
Masks, catchers	6 ea.
Mitts, catchers (use mitts, first base)	6 ea.
Mitts, first base for l.h.	5 ea.
Plates, "home" " r.h.	1 ea.
Plates, pitchers	4 ea.
Protectors, body, catchers	4 ea.
	6 ea.
 <i>Squash:</i>	
Balls	2 doz.
Racquets	1 doz.
Supporters, athletic	3 gros
 <i>Track and Field:</i>	
Boards, take-off, broad jump	
Handles, hammer, spare	

Item	Basis of Issue per 1,500 men
Hammers, throwing	On request
Lathes, jumping	as available
Shots, putting	
Standards, high jump	
Tennis rackets	30 ea.
Tennis balls	15 doz.
Tennis nets	8 ea.
<i>Uniforms and Clothing:</i>	
Caps, baseball	
Hose, baseball	
Hose, football	
Jerseys, basketball	
Jerseys, football	
Pants, baseball	
Shirts, baseball	
Shirts, basketball	
Shirts, polo	
Shirts, rugby	
Shorts, basketball or track	
Trunks, swimming	
<i>Volleyball:</i>	
Balls	12 ea.
Bladders, replacements	12 ea.
Nets	12 ea.
Standards, net	6 pr.
EDUCATION EQUIPMENT	
<i>Books:</i>	
Fiction and General subjects, including Victory & Penguin books	1 book to 4 men
Special subjects, including geo- graphy, history, biography, political science, government science, religion, psychology, atlas, dictionary, etc., necessary for Education Program	1 book to 50 men
Linguaphone textbooks	1 set of 3 textbooks for each man for each language studied.
Linguaphone Group Leader's In- struction Guide	1 booklet per leader per language (included with records).
Textbooks, including self-teaching materials of USAFI	1 set of textbooks, including textbooks and workbook for each man for each sub- ject studied.

Item	Basis of Issue.
Blackboards:	
Portable, roll, cloth with painted surface	1 blackboard for 250 men.
Crayon:	
White crayon for blackboard use	1 gross for 50 men.
Colored assorted crayon for blackboard use	1 gross for 250 men.
Gramophones:	
Portable gramophone	1 gramophone for each 10 to 100 men. (See SOS letter AG 350.03, 9 Apr 1943.) MSS "Instructions for Requisitioning and using Linguaphone Equipment."
Linguaphone Needles:	
Special 40-minute needles	500 needles for each man studying languages.
Linguaphone Records:	
French—16 double-faced records	1 set of records for 10 to 100 men for each language studied.
German ditto	ditto
Spanish ditto	ditto
Italian ditto	ditto
Russian ditto	ditto
Norwegian ditto	ditto
Polish ditto	ditto
Portuguese ditto	ditto
American-English ditto	ditto
	(See SOS letter, AG 350.03 9 April 1943 MSS)
	(Instructions for Requisitioning and using Linguaphone Equipment)
Orientation Materials	1 set to 150 men
Magazines, Unit Set	1 set to 150 men
Maps and Charts:	
"Map Review" (ABCA)	1 Map Review for 100 men
"Newsmap" (US)	1 Map for 100 men
Pamphlets:	
"Army Talks"	1 Pamphlet for each leader of informal discussion, or roughly 1 pamphlet for 30 men
"Guide to Great Britain"	1 pamphlet for each man.
Informative Pamphlets on different cities and towns of Great Britain, prepared by the British Council	1 pamphlet for each man.
USAFI Courses:	
USAFI Application blanks:	
No. 1	1 blank for each man
No. 2	1 blank for each man

Item	Basis of Issue
USAFI Catalogue	1 Catalogue for each 100
See "L.10" Kit, page 62	
Policy and Information Letters on request from Commandant, ETO Branch USAFI, HQ, SOS, APO 871	

MUSICAL EQUIPMENT.

Books, Army Song, w/music .. 1 per organization

Books, Army Song, w/o music .. 1 per 10 men

(Song Books should be kept in the
hands of the SS Officer when
not in use)

Instruments, Musical:

Accordions
Bassoons
Brushes, drum
Cellos
Cornets
Cymbals
Flutes
French Horns
Glockenspiels
Heads, drum
Horns, Alto
Guitars
Harmonicas
Mallets, Xylophone
Mutes, Trombone assorted
Mutes, Trumpet assorted
Ocarinas (various keys)
Oboes
Pianos
Piccoloes
Sticks, drum
Tonettes
Trombones, slide
Trumpets
Tubas
Ukeleles
Violas
Violins
Xylophones

On request as available

Item	Basis of Issue
Phonograph, handwound ..	1 each per 150 men
Records, phonograph, classical (in sets of 25) 1 set per dayroom
Records, phonograph, popular (in sets of 25) Replacement

DAYROOM FURNITURE.

Bookcase	1 per 150 men
Chairs, easy	3 per 150 men
Chairs, fireside	3 per 150 men
Chairs, folding	25 per 150 men
Cushions, settee	2 per 150 men
Lamps, floor	3 per 150 men
Lamps, table	3 per 150 men
Settees	2 per 150 men
Tables, card	2 per 150 men
Tables, writing	2 per 150 men

THEATRICAL EQUIPMENT.

Kits, make-up	On request as available.
Public Address Systems	1 per 2,000 men.

Scripts—a limited number of review sketches skits and minstrel shows are available. A list of these will be published as soon as sufficient supply is available for distribution.

Projectors, 16mm

.. 1 per 1,500 men.

Stages:

Class "A"—(Items in a Class "A" Theater) (Nissen Huts—Small Barracks)

- 1—Stage to be installed 10' 0" deep × 20' 0" wide × 3' 0" high
- 2—Striplights 12' 0" long (two 6' 0" strips)
- 2—Front Spotlights (500 wt.)
- 1—Border 12' deep × 20' 0" wide
- 1—Draw Curtains 7' 0" high × 20' 0" wide
- 1—Wood Traveler Track 20' 0" long
- 4—Legs 7' 0" high × 5' 0" wide
- 1—Backdrop 7' 0" high × 20' 0" wide

Class "B"—(Items in a Class "B" Theater) (Mess Halls—Small Gymnasium)

- 1—Stage to be installed 10' 0" deep × 20' 0" wide × 3' 0" high
- 2—Striplights 12' 0" long (two 6' 0" strips)
- 2—Front Spotlights (500 wt.)
- 1—Border 18" deep × 20' 0" wide
- 1—Border 2' 0" deep × 20' 0" wide
- 1—Draw Curtain 7' 0" high × 20' 0" wide
- 1—Wood Traveler Track 20' 0" long
- 4—Legs 7' 0" high × 4' 0" wide
- 1—Backdrop 7' 0" high × 20' 0" wide
- 2—Boomerang Lights (3 Reflectors on a stanchion)

CLASS "C"—(Items in a Class "C" Small Garrison Theater)
The Post will have to build their own stage platform and proscenium to suit their building.

The ideal stage is 17' 0" deep × 30' 0" wide × 3' 0" high with a proscenium opening 24' 0" wide × 9' 0" high.

- 1—Striplight for Foots 18' 0" long (three 6' 0" units)
 2—Overhead Striplights 18' 0" long (ditto.)
 1—Border 2' 6" deep × 24' 0" wide
 2—Borders 2' 6" deep × 26' 0" wide
 2—Draw Curtains 9' 0" high × 26' 0" wide
 2—Steel Traveler Tracks 26' 0" long
 2—Legs 9' 0" high × 4' 0" wide
 2—Legs 9' 0" high × 6' 0" wide
 1—Backdrop 9' 0" high × 26' 0" wide (6' 0" long ea.)
 2—Vertically mounted striplights (on stanchions 3 circuits)
 1—Switchboard (with dimmers for two circuits and spotlights)
 2—Spotlights (500 wt.)

Stages should be requisitioned by those units which expect to be located in a permanent installation. Units smaller than divisions should not request portable stage equipment with an idea of carrying it with them at some future date.

**RESTRICTED
HEADQUARTERS**

**EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY RPF/HET/emj**

APO 887

13 May 1944

AG 353.8 OpGD

SUBJECT: Recreational Equipment and Supplies.

TO: Commanding Generals:

First US Army Group

US Strategic Air Forces in Europe

Each Army, ETOUSA

European Wing, Air Transport Command

Base Section Commanders, SOS, ETOUSA

Commanding Officers:

European Airways Communications Area

Military Intelligence Service, ETOUSA

Commandant, American School Center

Headquarters Commandants, ETOUSA, APO 887 & 871

1. Letter, this headquarters, dated 19 April 1944, file AG 353.8 OpGD, subject: Recreational Equipment Left by Units Moving out of the UK, and letter, Headquarters, SOS ETOUSA, dated 31 July 1943, file 400.SS, subject: Special Service Equipment and Supplies, are rescinded.

2. Special service equipment and supplies to be salvaged or those considered excess, will be properly marked and shipped to the nearest special service depot unless otherwise directed by the base section special service officer. In either case, the base section special service officer will be contacted concerning the recovery and disposal of special service equipment and supplies.

3. The special service depot supply officer, receiving equipment and/or supplies will classify them as:

- a. Class "A" equipment (new or unused equipment).
- b. Class "B" equipment (used but serviceable equipment).
- c. Class "C" equipment (needing repair).
- d. Salvage equipment (beyond repair—must be turned in to the nearest salvage officer)

4. The depot supply officer receiving salvage equipment will retain any parts usable in the repair of Class "C" equipment, keeping a bin card of such parts. Class "B" equipment will be issued in preference to Class "A" equipment. Class "C" equipment, after being repaired and returned in a serviceable condition to the depot for storage, will be classified as Class "B" equipment.

5. a. Base section special service officers will keep records to reflect at all times a comprehensive status of special service equipment and/or supplies being used by SOS and Field Force troops within the base section. Such records will show location, condition, and employment of special service equipment and/or supplies.

b. Headquarters, US Strategic Air Forces in Europe, will be responsible for maintenance of similar records for Air Force installations.

6. 16mm moving picture projector equipment issued by, or on recommendation of, Special Service Division, this headquarters, on a non-T/E basis, will be considered organizational equipment.

7. The following special service equipment will be regarded as post, camp, and station property:

- a. 35mm motion picture projector equipment.
- b. Billiard, snooker, and pool tables.
- c. Pianos.
- d. Dayroom furniture.
- e. Stages and stage fixtures.
- f. Boxing rings.

8. T/BA Equipment. a. "A" Kit—Military sports and games kit, containing equipment for major sports and assorted games. These are issued on the basis of twelve (12) kits for 1,000 men, or one (1) kit for each company of 126 men, and two (2) kits for companies with a strength in excess of 126 men. Weight per kit when packed approximates 230 pounds and occupies 10.5 cubic feet.

b. "B" Kit—Military phonograph kit, containing a radio, phonograph (78 and 33 r.p.m. usable with or without electricity), records, and books. These are issued on the basis of six (6) for 1,000 men or one (1) for a company. Weight per kit when packed approximates 220 pounds and occupies 10.5 cubic feet.

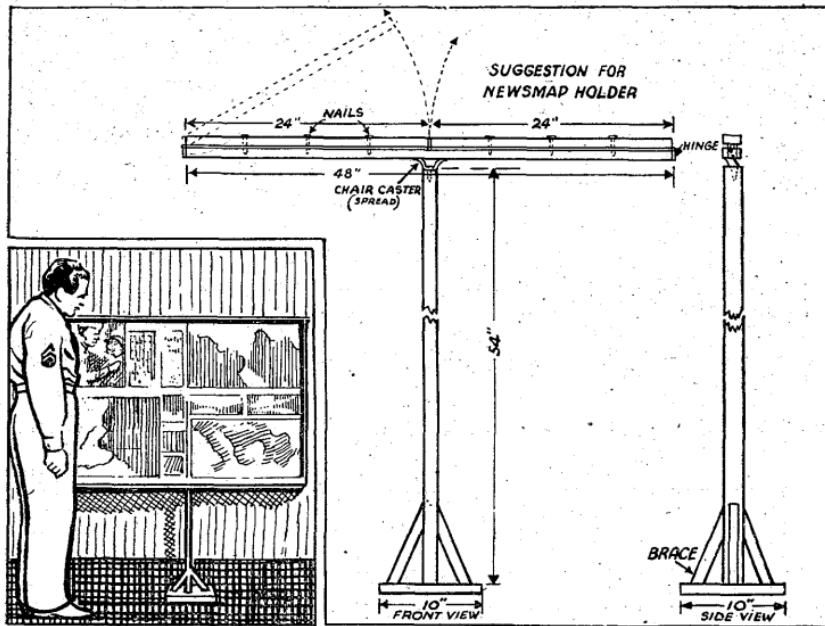
c. Where "A" and "B" kits are not available, bulk equipment issued in lieu thereof, will be considered organisational equipment.

d. Special Service Company Table of Equipment No. 28-17, 2 April 1943.

9. Recreational equipment which is owned by a unit by virtue of specific gift or purchase from its own funds will be considered organizational equipment.

By command of General EISENHOWER:

RICHARD P. FISK,
Lt. Colonel, A.G.D.,
Assistant Adjutant General



NEWSMAP HOLDER FROM SCRAP WOOD, CASTER, HINGES.

A diagram of a novel Newsmap holder made from salvage materials is reproduced above. It can hold several Newsmaps, readily referred to on either side of back issues as well as the current one.

Used successfully in the States, it offers many features, one that it may easily be dismantled and carried from one building to another for lectures or informal discussions. It may also be used on top of filing cabinets in the library, or on the piano in the dayroom.

Reports from the field indicate its use is varied, and that men frequently spend their time mulling over the map, due to its easy accessibility. It's a distinct improvement on the old method of tacking Newsmaps to the wall, which only allows one side to be seen at a time.

By no means is this the only way they should be posted. As soon as Newsmaps are received they should be put up anywhere where the men can study them at their leisure. The news side should first be displayed. A week later the previous weeks' should be reversed and posted.

The model above (lower left) was constructed in less than an hour from scrap lumber, one old chair caster, two hinges (1 in. by 1 in.) and some nails.

SPECIFIC FACTORS IN MORALE: THE FACTS AND FIGURES.

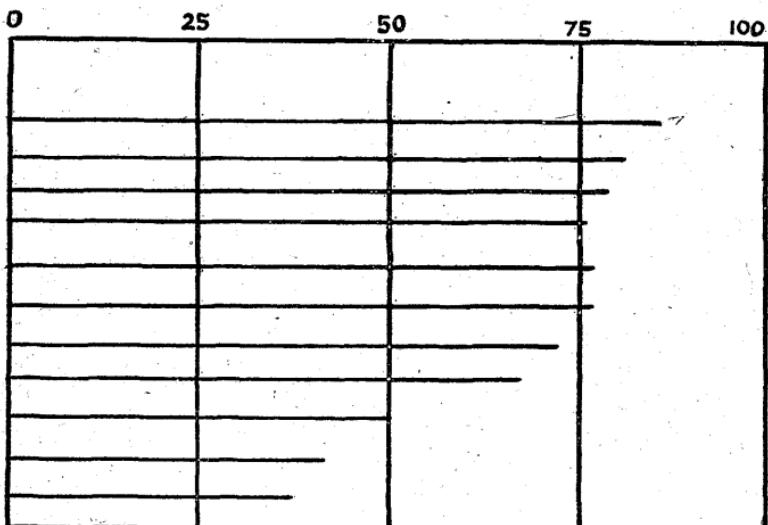
Two years' research in the Army has done much to take the subject of morale out of the field of "intangibles" and bring it down to concrete facts. Considered from the standpoint of **action**—what can be done about it—morale can be analyzed into particular attitudes which in turn can be made the object of definite and practical actions.

The next few pages give some important facts about a few of the many specific factors related to morale.

Variations in Morale:

Do outfits differ in morale? Consistent evidence from many surveys confirms common observation in emphasizing the importance of variations in men's attitudes from one unit to another. For example . . . how *pride in outfit* differs from one company to another *within the same infantry regiment* is shown by the chart below.

Percentage of men who express PRIDE IN THEIR COMPANY



Similar variations in general morale and in fighting spirit have been found again and again among outfits in the various arms and services.

Army Leadership:

Why these striking differences? The reasons are, of course, as numerous and varied as the circumstances under which troops live, work, and fight. But whatever the special conditions of the moment, the influence of Army leadership is crucial in the morale as well as in matters of technical training and tactical operations.

Military axiom: Morale is a function of command. Through Army leadership come influences which can make or break morale. Because this is so, it is not surprising—but nevertheless vitally important—to find clear evidence that soldiers' confidence in their leaders is closely tied up with the seven specific morale factors described in Chapter 16, pages 43 to 46.

Surveys of our troops give striking evidence, for example, that men's respect for their leaders is closely related to a belief in the Army's concern for the welfare of the individual.

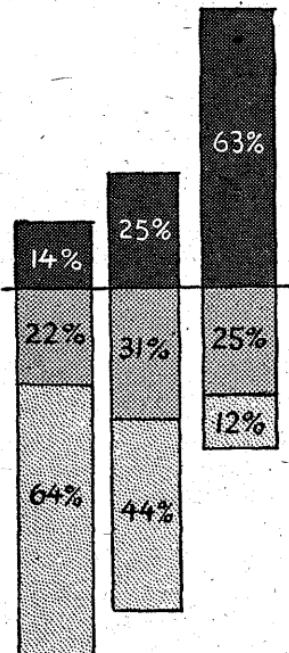
BELIEF IN THE ARMY'S CONCERN FOR
INDIVIDUAL WELFARE IS RELATED
TO RESPECT FOR LEADERS

Among Men whose Respect
for Leaders is:

Least Medium Most

Percentage with . . .

Highest Belief in Army's
Concern for Welfare



Medium Belief in Army's
Concern for Welfare

Lowest Belief in Army's
Concern for Welfare

Similar relations exist between confidence in leaders and many other specific attitudes such as confidence in training and equipment, belief in the outfit's mission, feeling about fairness of promotion.

Belief in Importance of the Mission:

If a soldier believes, rightly or wrongly, that his job is not important, that what he is doing will not matter much in the total war picture, or that he is made to spend a considerable portion of his time performing meaningless and non-essential tasks, then we can expect him to have low morale, to lack pride in his outfit, lack confidence in his leaders, and to fail to put into his job the enthusiasm and energy which make for the efficient soldier.

Yet a considerable proportion of men surveyed say that they feel what they are doing is *not* worthwhile. What are the factors which determine whether men have the essential convictions that they are engaged in an important, worthwhile mission or activity? Obviously a service outfit stationed at an isolated base in an inactive theater presents a different set of problems than does a combat outfit in or near a zone of active operations. For example, research findings indicate the following proportions of men in different organizations who say they feel that what they are doing is worthwhile:

... Air Force ground crews servicing planes

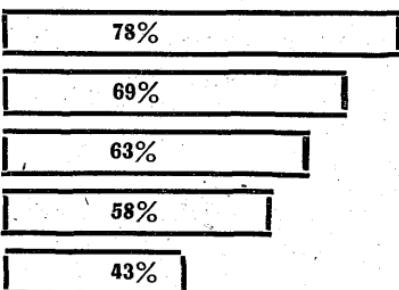
... Infantrymen in a division recently out of combat

... Air Force ground troops not actually working on planes

... Service troops (not Air Force) in the same theater

... Infantrymen in a division that had spent a long time in an inactive area

Percentage of men who say they feel that what they are doing in the Army is worthwhile:



Within a given type of organization in a particular location, men's confidence that what they are doing is important and worthwhile will depend in part on the type of specific job they are doing.

1. Type of Assignment:

Men who say that their job utilizes their abilities and training are more likely than other men to express confidence in their officers, to say that they work hard at their jobs and to feel that what they are doing is worthwhile. For example:

Among men who feel that nothing at all has been done to place them where they best fit in the Army . . . 21% of the men show confidence in their leadership

WHILE

Among men who feel that everything possible has been done to place them where they best fit in the Army 65% of the men show confidence in their leadership

These findings; and others not reported here, demonstrate the importance of careful attention to cases of possible misclassification and misassignment. Naturally, every effort should be made to effect the transfer of misassigned men to jobs for which they are better fitted. But even where transfer is impossible, a careful hearing of the case can help to convince the soldier that everything possible is being done, and in some instances explaining to him the importance of the job he is doing will help to "sell" him on his present assignment.

The officer genuinely concerned with seeing that his men are efficiently put into jobs at which they do best may well ask himself the following questions.

- (a) Do you keep a systematic record of special skills of the men in your outfit?
- (b) Do you make use of such men when the situation calls for such skills?
- (c) Do you make it a point to get suggestions from your men on practical improvements that can be made regarding their jobs, and put the best suggestions into effect?
- (d) Do you make a practice of giving men personal responsibility for particular jobs and holding them to it?

2. Telling Men What the Score Is:

Men's belief in the importance of their particular assignment or mission is closely related to the extent to which they feel they understand the *reasons* for what they are doing and *why* they are required to do things the way they are. Explanation of the purpose of doing a particular job in a particular way pays dividends in terms of effort and zeal which men put into their tasks.

The importance of *knowing why* is stressed in par 21 FM 21-50: "Nothing irritates American soldiers so much as to be left in the dark regarding the reason for things."

Yet a sergeant, veteran of one of the hardest campaigns of the war, had this specific criticism to make of battle leadership:

"Most always we were not told what the score is, which is the one thing all men want to know."

Contrasts in the way officers in different units handle the problem of giving reasons for orders are illustrated by the following two quotations from interviews with enlisted men:

In one unit: "When you get an order the C.O. just says, 'Do it, because I say do it,' and never would give us a reason."

In another unit: "We all know our job's important . . . Of course we all have to do a lot of the same things as any company, but he (the C.O.) always tells us the reason they have to be done, so a lot of things don't seem unnecessary which probably would if he didn't tell us why."

It is sometimes maintained that experienced soldiers either do not need or are not interested in being told the reasons for what they are ordered to do. Research evidence, however, fails to bear out this point of view. A survey of attitudes of enlisted men, for instance, showed that:

Of men who said they were usually or always told the reasons for what they had to do,	only two men in every ten said that too many of the things they had to do seemed unnecessary,	and 8 men in 10 said they were proud of their company or battery.
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BUT

Of men who reported they were usually not told the reasons for things,	6 men in 10 said too many things seemed unnecessary,	and only 4 men in 10 said they were proud of their company or battery.
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The officer concerned with making sure that his men know what the score is, may well ask himself the following questions:

- (a) Within the limits of security do you make sure that the men in your outfit are told the *reasons* for the things they do?
- (b) Do you avoid giving your men meaningless busy-work, as a mere indicator of discipline or on the theory of keeping them out of mischief?

SHOWING PERSONAL INTEREST IN MEN'S WELFARE

That the first concern of an officer is to look after his men's personal welfare is standard military doctrine. Less often realized is the need for leaders to show the men by word and act that they do have a genuine personal interest in the men's welfare.

What are some of the specific ways in which successful officers make apparent their concern for the men's welfare? Here are some of the things that are found to characterize outfits in which morale is low, according to the men themselves:

"The C.O. inspects to see that there isn't a dust spot on anything; buttons shine just so . . . but for three or four weeks some of us were sleeping without mattresses. They never think to inspect for something important like that."

"Just as long as we are getting three meals a day it don't matter to the C.O. what they are like. He says we're lucky to be here getting three meals a day."

The opposite picture, characteristic of "high morale," is illustrated by the following quotations:

"The captain told the cooks he wanted to have the best food possible for his men. If they didn't want to work and furnish that kind of meals, he'd put them out in the field and get some cooks that would."

"It's pretty cold down on the job. We had been authorized mackinaws, but they had been held up somewhere. The captain got busy and chased them down . . . If we need something, he don't waste any time going after it for us."

The importance of men's realizing their officers' interest in their welfare is illustrated by the following chart:

RELATIONSHIP BETWEEN ANSWERS OF ENLISTED MEN TO TWO QUESTIONS ON OFFICERS

QUESTION: "How many of your officers take a personal interest in their men?"

QUESTION: "How many of the officers in your company are the kind you would want to serve under in combat?"

Percentage who say that all or most of the Officers in their Company are the kind they would want to serve under in Combat.

Among . . .

men who say all or most of their officers take a personal interest in their men

80%

men who say about half of their officers take a personal interest in their men

30%

men who say few or none of their officers take a personal interest in their men

12%

The data charted above are for infantrymen who with their officers have had extended combat experience. In other types of outfits surveyed—whether they are infantrymen, service troops in rear echelons, or air corps ground crews readying planes for combat—the units in which men say their officers really show concern in the men's welfare are the ones in which most men respect their officers, express pride in their outfits, and report that most men really "put out" on the job instead of doing just enough to "get by."

Little things can make a big difference. The kinds of meals men are given, attention to fatigue and provision for rest, knowing the men's names, giving recognition when a good job is done, explaining the reason for things, attention to ills—real or imaginary—are the kind of day-by-day details which are important. They are so not only in themselves but because they appear to the soldier as evidence of his leader's concern or lack of concern for his welfare. This point is particularly important among combat

soldiers. Men who are fighting or working under conditions of hardship are quick to resent indications, small or large, that their efforts are not appreciated, that they are being called on to do a tough job but forgotten as individuals. Research findings consistently bear out the principle which military leaders of all ages have made the basis of successful leadership: In sum total, the little things which evidence concern for men's welfare can mean the difference between good and poor morale in an outfit.

The company officer who wishes to check himself as to whether he is doing a good job with respect to the men's personal welfare can ask himself such questions as these:

- (a) Do you know the name of every man in your outfit?
- (b) Do you eat with your men in their mess often enough so that you know whether they are getting the best food possible under the circumstances?
- (c) Do you make your inspections as practical as possible, stressing items which the men feel are important for their welfare and paying less attention to details of little significance to them?
- (d) Especially for troops recently out of combat, do you see that adequate provision is made for their rest, relaxation, and opportunities to clean up, write home, and other minor, but to them, important things?

REWARDS AND PUNISHMENTS

Certain attitudes such as confidence in leaders, pride in outfit, and fighting spirit are mental states which every commander wants to see among his men.

Other attitudes, not always so easily recognised as important, must be fostered because of their relation to desirable end-products in morale.

For example, men's feeling that in their outfit a man gets recognition for doing a particularly good job is closely tied up with pride in outfit, as is shown in the chart that follows.

Among men who report that in their outfit a man *gets recognition for doing a particularly good job* . . .

Percentage of men expressing pride in their company or battery . . . (survey of an infantry division in ETO)

"Always" or "Usually" . . .	86%
"Rarely" . . .	69%
"Never" . . .	57%

It is an old principle that still works: a positive approach is better than a negative approach in bringing out men's best efforts.

In soldiers' own words, here are some reactions to practices found in "low" and "high" morale outfits. In low morale units:

"None of our officers give a damn about us—the CO told us he didn't. You never hear that you've done a good job, it's always a d— poor job everything is wrong."

"Overseas the CO's and other ranking officers have tendency to 'forget' their E.M., that latter need more advice and leadership than ever."

In high morale outfits:

"We get credit for what we do—good or bad .Our Lt is the best company commander in ETO and should be promoted."

"When a man gets punished for something you know he deserves it. Our officers are very strict but we don't have a lot of chicken s— like what you hear about in some outfits."

The wise officer may well check himself with such questions as the following:

- (a) Do you make your penalties sufficiently tough to discourage the repetition of an act, but not out of all proportion to the offense so that it seems unfair to the offender and the other men?
- (b) Do you personally compliment a man when he has done a particularly good job?
- (c) Do you give individual punishment for individual offenses rather than penalize the whole company for the misdeeds of one or two men?

Surveys show what the GI likes. Surveys on sports and athletics have been made but are omitted here due to space limitations. Specific research findings on other points follow.

Movies.

In the United States, in the Pacific, and in ETO, surveys have consistently shown that movies are the soldier's favorite off-duty activity. In England, dances and stage shows are second and third choices as evening activities.

Singing.

Source: Cross section of enlisted men in Continental United States.

Seven out of every eight soldiers say they like to sing. Most of the men prefer to sing with a few fellows, while community singing trails in popularity, and organized glee clubs appeal to only about one-tenth of the men.

The latest hit tunes and Army marching songs and service songs run neck and neck for first place in soldiers' favor. Popular songs of the last 25 years are also popular, while only a quarter of the men name patriotic songs among their three favorite types of songs. Least popular of all among soldiers are folk songs, hill billy songs, and church songs.

Books :

Among men surveyed in England the favorite types of books are recent novels of the "best seller" type and mystery and detective novels. Nonfiction and the classics are favored by the smallest proportion of the soldiers.

Orientation :

Enlisted men not only recognize the need for orientation; they also want it and appreciate receiving it. However, only one in four of the enlisted men says he has a fairly up-to-date and complete knowledge of the news. "Lack of facilities" is most often blamed by the men for this.

Six men in ten say they think weekly discussion meetings on various subjects connected with the war are "very much worthwhile" and about four-fifths say the discussion leaders have done a good job so far. Only one man in ten says the meetings are a waste of time. Five out of ten men say they prefer having an officer as discussion leader, one in seven prefers a noncom as leader, and not quite four in ten men say it "makes no difference."

Post-war plans are ranked a clear first among the topics from which enlisted men in recent surveys were asked to select the one about which they'd like to know most.

The desire for news and other orientation is characteristic of combat troops as well as of men in rear echelons. For example, in a study of infantrymen who fought through the Sicilian campaign, three-quarters of the men say they wanted explanation of how their company's part fitted into the general plan of campaign, and a majority believed they could have been better informed by their leaders.

MEN FEEL THEY COULD HAVE BEEN GIVEN MORE INFORMATION

QUESTION: "While you were at the battlefield, did your leaders explain the whole battle so you could see how your company's part fitted into the campaign as a whole?"

Per cent giving each answer

ANSWERS :

"As much as they could"

32%

"They could have given us a little more

27%

"They could have given us a great deal more"...

41%

Problems of communications and considerations of security may limit sharply the company commander's ability to supply this type of information. It seems clear, however, that men should be given as much information as possible to show them that their sacrifices have a place in a sound plan which is bringing victory closer. It may be possible for the Special Service Officer to assemble and clear some information on this subject for dissemination by company officers at the front, and it certainly should be possible for him to supply such information to the companies when they are withdrawn from the front lines.

NEWS CENTER

Ingenuity is the Special Service Officer's greatest asset in selling ideas to men of his unit. An attractive bulletin board, "news corner," or information center invites attention, and radiates ideas which would take hours of talking and reams of mimeographed material to put across.

The Special Service Section, Hq. Eighth Air Force, working along these lines, has an Orientation Center highlighting many aspects of the news, each in a different way.

The room has a "Who is Fighting Who?" display, made up of a large-scale map of the world with neutral countries in blue, Allied nations in red, and enemy territory in white. "The Italian Battle-front" is indicated with map pins, red tape, and red arrows: attacks and counter-attacks are shown according to current dispatches.

There is also "The Russian Battlefront," a large-scale map of the Russian line, and "Target: the Hun," which portrays the bombing front. A map of Europe is the background for the latter scene, with enemy cities marked and small-scale planes with strings attached to take-off points indicating recent bombing raids.

In addition, there are "A-2 Current News" flashes, a display of Army Talks, and a corner on "This is the Enemy," pictures and descriptions of the men the Allies are fighting.

Every SSO can have a modification of this idea. Large-scale maps, if unavailable, can be drawn with the aid of NEWSMAPS, and the sketched map is sometimes better for this purpose than the professional one. Pins, cut-outs, and front-line markers can be improvised bits of colored paper, or paper can be colored to fit the scheme.

The Education Officer of Eighth Air Force lists these as the most important points:

There must be a well-lit space; a striking bulletin board (it can be improvised from cardboard); necessary arrangements should be made with A-2 (G-2 or S-2) for current news dispatches, and the officer in charge must keep abreast of all current war developments and exercise ingenuity in the use of colors, indicating battle lines, bombing targets, and naval actions.

THE "ORIENTATION CENTER" AND NEWS BULLETIN BOARD

An "Orientation Center" or News Bulletin Board is nothing more or less than an Information Display, in which a variety of devices are used to build and sustain a daily interest in the war news.

The first step in preparing such an orientation center is to select a wall with sufficient open floor space around it to accommodate small groups without interfering with the normal recreational facilities of such buildings. Such a space is the wall of organization and detachment day rooms and battalion, regimental or group recreational halls.

Next build a large panel or bulletin board of at least 4 ft. by 8 ft., and preferably 6 ft. by 11 ft., of materials that will take thumb-tacks or pins easily. If no such material is available a section of wall space should be used and sectioned off with molding, paint or tape. If possible, the panel should be painted some neutral color, or varnished, so that the materials posted on it will stand out in contrast. It should be well lighted.

This simple installation sets the stage for a daily presentation which gives a limitless opportunity for ingenuity and resourcefulness on the part of the organization orientation officer and the enlisted men themselves.

An interested, well-qualified enlisted man should be appointed by the Organization Commander or Orientation Officer to be in charge of the daily maintenance of the displays.

Three materials should always be employed:

- (a) The Daily News Summary, including late reports taken down from radio reports.
- (b) The Weekly Newsmap (current and reverse side, and clippings from previous issues).
- (c) A world map, or large scale maps of battle fronts.

Special headings for the displays should be prepared. They could be: "LATEST NEWS FROM RADIO INTELLIGENCE," or "NEWS OF THE WORLD AT WAR," or "FIGHTING MEN WANT FACTS!—Straight Dope from the War Department and Wire Services," and "LATEST NEWS Who's Winning the WAR?" Sub-heads may be prepared for the daily News Bulletin and items concerning our Allies, Our Enemy and our own forces. A special editorial and cartoon section can be set up, using material from *TIME*, *NEWSWEEK*, *LIFE*, *YANK*, and available newspapers.

From several of the most important daily news items posted under the world map or war theater map colored strings or ribbons or tape should be strung to the corresponding location on the maps.

News summaries (using extra copies) should be posted so that all sides can be read. They should be replaced daily, and other material changed at least once a week.

The Post Orientation Officer and Regimental Orientation Officers should be responsible for the maintenance of a News Bulletin Board in officers' clubs, and at other central locations.

OFF-DUTY GROUP CLASSES.

I. The United States Armed Forces Institute through the off-duty group classes offers this educational opportunity. An off-duty class is made up of a group of enlisted personnel meeting together at scheduled hours to study co-operatively the same subject-matter and solve mutual educational problems. Cooperative assistance will be given to members of the group through the usual classroom procedures such as group discussion, lecture, questions and answers, etc.

II. General Objectives of this Type of Instruction:

1. To better opportunities for civilian employment after the war, with improved economic and cultural status.
2. To retain and extend knowledge and experiences already acquired.
3. To increase knowledge about current governmental, economic, and social affairs.

III. Advantages of Group Classes:

1. Economy of time.
2. Varied viewpoints.
3. Availability of certain technical materials to the group, but not to the individual.

IV. Leader's Responsibility.

The off-duty group leader does not necessarily assume the obligations and traditional responsibilities of a teacher, but serves as a coordinator in scheduling classes, in using texts and materials, and in administering classroom procedure. In addition to being an interested class member, concerned with his own educational advancement, he should be an example of enthusiasm and sincerity. In brief, a good leader of an off-duty class is one who is keenly interested in his own self-improvement as a group member, and, in addition, gratuitously serves the class as an executive. No pedagogical experience is needed for a successful group leader. Qualities of cooperativeness, initiative, patience, etc., will aid in doing the job well.

V. Suggestions on Class Procedure.

1. Introduce the subject matter.
2. Show enthusiasm.
3. Recognize our individual differences as to experience and needs.
4. Encourage original thinking.
5. Keep irrelevant ideas from "sidetracking" points of issue.
6. Try to keep over-enthusiastic members from monopolizing too much of the class time.
7. Remember that "learning is activity" and provide procedures that will allow maximum activity for each person.
8. Organize a plan for efficiently securing and using texts and materials.
9. Encourage thought-provocative discussions not terminated by "Yes" or "No" answers.
10. Select convenient hours for meetings, not conflicting with mess or duty periods. Arrange for a comfortable classroom, properly lighted and heated.

11. Insist that the class meet on regular schedule, and that the recommended rate of progress is maintained.

VI. Enrollment for Credit Record.

Members of group classes are not required to enroll with the Institute. If, however, individual members desire to have a record made of their accomplishment, they may enroll, apply for the end-of-course examination, and pay the required registration fee of two dollars.

VII. Texts and Materials Needed.

Self-teaching texts for off-duty group classes will be furnished by the Branch upon receipt of a requisition (QMC Form No. 400), properly signed by the appropriate officer of the using units and accompanied by the following statement: "These textbooks are to be used for off-duty group instruction of enlisted personnel." The requisition should be accompanied by a list bearing the name, serial number, rank, and organization of each of the individuals who will be in the class.

VIII. Distribution of Sample Set to Special Service or Education Officers of all US Forces.

A sample set of self-teaching texts, such as used in the off-duty group classes, will be distributed to Special Service and Education Officers for display purposes upon receipt of a requisition, together with the following statement: "These texts are to be used for display and publicity purposes." Instruction sheets and lesson schedules for off-duty group classes are supplied by the USAFI.

Unit commanders are requested *not* to communicate with the Special Service Supply officer, NY POE, regarding distribution of units sets of magazines. This matter is being handled automatically by the Education Branch, SSD, Hq. ETOUSA, by fortnightly reports based on latest MRU Strength Reports. Units not receiving adequate numbers of sets of magazines within six weeks after arrival in the U.K. should report detailed facts through Special Service channels to the Chief of Special Service, ETOUSA, APO 887.

Education Branch, Special Service Division, has established an Education Lecture Section which is prepared to furnish Special Service and Education officers with information regarding means and procedures for conducting lectures, informal discussions, brains trusts, and town meetings in off-duty time. Inquiries should be made in writing to Education Branch, Special Service Division, Hq. ETOUSA, APO 887, U.S. Army, through Special Service channels.

This service should not be confused with the Speakers' Department PRO, ETOUSA, which supplies U.S. military speakers for British and Allied groups. The purpose of the Education Lecture Section is to assist you in providing military and civilian participants in your off-duty education program.

HOW UNITS GET U.S. MAGAZINES.

Sets of magazines are mailed automatically from the U.S. direct to units through the APO.

Magazines are sent in packets approximately once a week. They are mailed according to the unit names and strengths as shown on the latest Consolidated Machine Records Unit Strength Return. Every unit down to and including separate companies should receive sets of magazines automatically through the APO. If the MRU Strength Return carries the company strength in the battalion, for instance, magazines for the whole battalion would come to the battalion for distribution to lower units.

Units not receiving sets of magazines should write to Special Service Division, HQ, ETO, APO 887, giving organization name (as shown on MRU Strength Return) and APO number. Units should not write to the New York Port of Embarkation about magazines.

Units newly arriving in the theater will usually not receive their magazines for some weeks after arrival.

11 December, 1943.

LIST OF MAGAZINES COMPRISING A UNIT SET AS DISTRIBUTED BY ARMY LIBRARY SERVICE TO TROOPS OVERSEAS.

Regular Editions.

Title.	Frequency of Issue.	No. of copies each Issue.
Air Force ..	Monthly	1
Coronet ..	Monthly	2
Detective Story ..	Monthly	1
Reader's Digest ..	Monthly	3
Superman ..	Every other month	1
Western Trails ..	Every other month	1

Light Editions—(same page size as regular edition but on lighter paper and advertising omitted).

Cosmopolitan ..	Monthly	1
Country Gentleman ..	Monthly	1
Esquire ..	Monthly	2
Flying ..	Monthly	1
Inside Detective ..	Monthly	1
Life ..	Weekly	3
Look ..	Every other week	1
Modern Screen ..	Monthly	1
Popular Mechanics ..	Monthly	1
Popular Photography ..	Monthly	1
Radio News ..	Monthly	1

Pony Editions—(Reduced page size, lighter paper and advertising omitted).

Infantry Journal ..	Monthly	1
Newsweek ..	Weekly	2
Omnibook ..	Monthly	3
Science News Letter ..	Monthly	1
Sporting News ..	Weekly	1
Time ..	Weekly	2

Special Editions—(Selection from four regular issues combined in one edition without advertising; pony size).

New Yorker	Monthly	1
Saturday Evening Post	Monthly	3
Miscellaneous.		
Hit Kit	Monthly	1
Intelligence Bulletin	Monthly	1

WAR DEPARTMENT.

ARMY SERVICE FORCES.

SCHOOL FOR SPECIAL SERVICE,

LEXINGTON, VIRGINIA.

PHYSICAL TRAINING ACTIVITIES PROGRAM.

BASED ON TC NO. 87, WD, NOV. 17, 1942.

The following memorandum presents the substance of WDTC No. 87 (1942) in usable form.

1. General.—The exercises listed below differ from those now in general practice, in that they are more strenuous and varied in nature. They are presented for the purpose of placing greater emphasis on the physical conditioning of troops, developing greater agility and coordination, and stimulating interest in this important type of training. Commanders are reminded that all physical conditioning must be progressive, systematic, and carefully supervised. Serious injury may result if unreasonable physical demands are made of unconditioned troops and individuals who, for any reason, are below the physical standard of the average.

2. A. MARCHING.—With Full field equipment.

- (1) March 4 miles in 45 minutes.
- (2) March 5 miles in 1 hour.
- (3) March 9 miles in 2 hours.
- (4) March 16 miles in 4 hours.
- (5) March 25 miles in 8 hours.
- (6) March and double time for 7 miles without halt.

B. CALISTHENICS—To be most effective and attain the objective for which the drill is designed, it is imperative that the exercise be done in good form, that is, exactly as described, and with energy in each movement. As the endurance of the soldier develops, increase the number of times each exercise is performed.

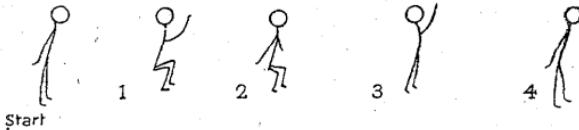
(1) THE HIGH JUMPER

(a) Position—Feet separated about one foot, knees slightly bent, arms raised backwards.

(b) Movement—Swing arms as in the standing high jump, with a jump at the end of each forward and each backward swing. On each second forward swing, jump upward at least 1

foot from the ground. Swing arms hard and jump with vigor. 12 to 25 times.

1. Swing arms forward and jump upward.
2. Swing arms backward and jump upward.
3. Swing arms forward and over head vigorously and leap upward at least 1 foot.
4. Swing arms backward and jump upward.

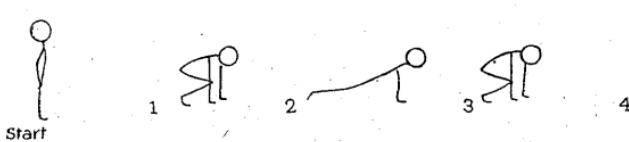


(2) BURPEE

(a) Position—Attention.

(b) Movement—30 to 50 times in slow cadence.

1. Bend slightly at the knees and sharply at the hips and place hands on floor or ground in front of feet in squat position.
2. Thrust feet and legs backward to a front leaning rest position with body straight from shoulders to feet, weight supported on hands and toes.
3. Return to the squat position.
4. Resume standing position.

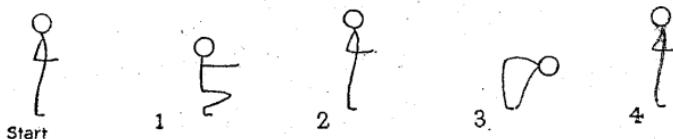


(3) SQUAT BENDER

(a) Position—Standing with feet slightly separated and elbows bent.

(b) Movement—20 to 30 times in medium cadence.

1. Full squat, thrust arms forward, fingers extended, keep trunk erect.
2. Return to original position.
3. Bend forward sharply, thrusting downward with hands touching toes if possible, with knees straight.
4. Return to position.

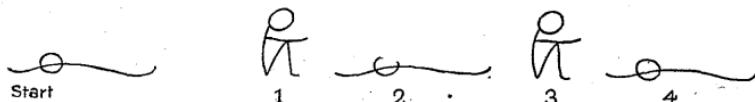


(4) ROWING EXERCISE

(a) Position—Lie on back, arms extended over head, legs straight.

(b) Movement—20 to 40 times in slow cadence.

1. Sit up and at the same time bend knees sharply. Lean forward, thrusting or swinging arms forward to a rowing position with knees against chest, feet flat on ground and arms forward (Arms should be on the outside of knees).
 2. Return to starting position.
- 3-4 Repeat 1 and 2.

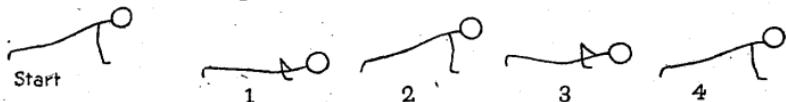


(5) PUSH-UPS

(a) Position—Front leaning rest.

(b) Movement—16 to 40 times in medium cadence.

1. Bend elbows and touch chest to ground, keeping body straight.
 2. Straighten elbows, raising body in straight line.
- 3-4 Repeat 1 and 2.

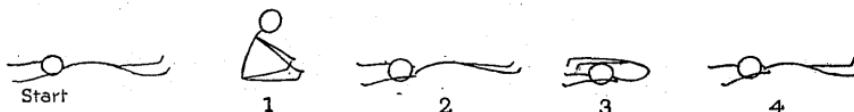


(6) SIT-UPS

(a) Position—Lie on back, feet apart sideward about 2 feet, arms extended over head.

(b) Movement—20 to 40 times in slow cadence.

1. Thrust arms forward and touch toes, knees straight.
2. Lie back to original position.
3. Raise legs, swinging them over head keeping knees straight, and touching toes to ground behind head.
4. Lower legs to starting position, slowly.



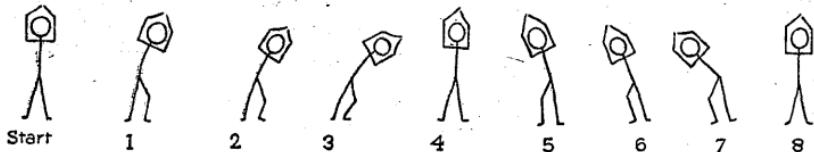
(7) SIDE-BENDER

(a) Position—Standing with feet apart about $2\frac{1}{2}$ feet, hands clasped overhead.

(b) Movement—20 to 30 times in medium cadence.

1. Bend sideward sharply to the left, bending left knee.
2. Bend sideward left, bending quickly and farther each time.

3. Bend sideward left, bending quickly and farther each time.
4. Return to starting position. Same exercise on right side on counts 5, 6, 7, 8.

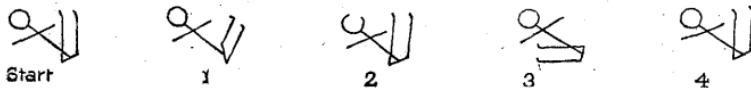


(8) BACK TWIST

(a) Position—Lie on back, arms extended sideward, palms down, legs raised to a right angle with feet together, knees straight.

(b) Movement—20 to 30 times in variable cadence, slowly at first, then increase tempo as fast as the group can do it together and not be thrown out of position by the momentum of the legs.

1. Swing legs vigorously to left, touching ground on left side in vicinity of left hand.
2. Return to starting position.
3. Swing vigorously to right, touching ground on right side in vicinity of right hand.
4. Return to starting position.

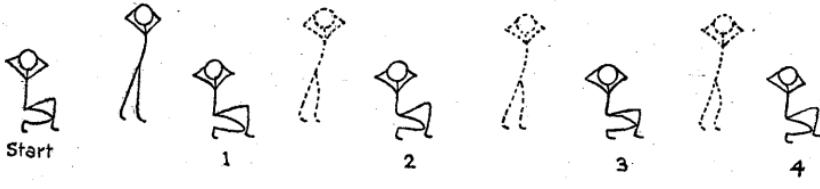


(9) SQUAT JUMP

(a) Position—Standing with left foot forward about 8 inches, full knee bend, squat on right heel, hands clasped in top of head.

(b) Movement—Alternate the feet. Begin with 15 movements and add 5 a week until doing 50 in medium cadence. (One jump is one movement).

1. Spring upward from this squat until knees are straight and both feet have left the ground. Change the position of the feet, the right foot becoming the forward foot and vice versa. Drop to squat on left heel.
2. Jump and alternate feet.
3. Jump and alternate feet.
4. Jump and alternate feet.



(10) TRUNK TWISTER

(a) Position—Standing with feet apart sideward about two feet, with hands clasped behind head, elbows held backward, chin in.

(b) Movement—20 to 40 times in medium cadence.

1. Bend forward, knees straight. Do this vigorously.
2. Bounce downward, but simultaneously rotate trunk sharply to the left.
3. Same to the right.
4. Return to original position, pulling head back and chin in strongly.



Start



1



2



3



4

(11) STATIONARY RUN

(a) Position—Attention.

(b) Movement—Stationary run. Begin slowly and run about 20 double steps (counting only on left foot). Speed up somewhat for another 20 steps, raising knees to height of hips, then run 20 or 40 steps at full speed, raising knees hard; then slow for 20 steps more.



Start



1



2



3



4

(12) EIGHT COUNT PUSH-UPS

(a) Position—Attention.

(b) Movement—10 to 20 times in medium cadence.

1. Full squat, placing hands on ground in front of feet, shoulder width apart.
2. Thrust feet and legs back to front leaning rest position.
3. Touch chest to ground.
4. Return to front leaning rest.
5. Touch chest to ground.
6. Return to front leaning rest.
7. Return to squat rest.
8. Starting position.



Start



1



2



3



4



5



6



7



8

SUBSTITUTE EXERCISES

Exercises 4, 6 and 8 require the men to assume the supine position on the ground. Because ground conditions are frequently such as to make this undesirable, the following substitutions are recommended:

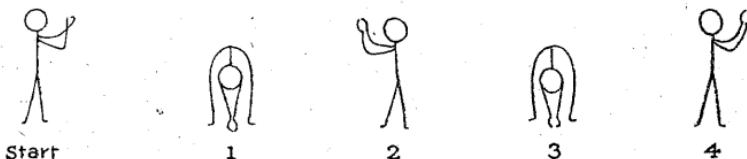
4a (Substitute for No. 4)—MOUNTAIN CLIMBER

- (a) Position—Squatting position with right leg extended to the rear and left leg drawn up against chest.
- (b) Movement—16 to 40 times in medium cadence.
1. Extend left foot back to rear and bring right leg up under chin.
 2. Return to starting position.
 - 3-4 Repeat 1 and 2.



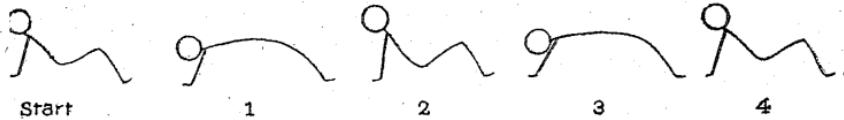
6a (Substitute for No. 6)—THE WOODCHOPPER

- (a) Position—Feet about two feet apart, trunk turned left, hands clasped together, arms thrust over left shoulder, head facing front.
- (b) Movement—20, 4-count movements.
1. In a chopping movement, bend the trunk forward, bringing arms down vigorously between legs. Extend arms as far behind legs as possible.
 2. Raise the trunk and assume the same position as in starting position but with trunk turned right and hands over right shoulder.
 3. Repeat first movement.
 4. Return to starting position.



8a (Substitute for No. 8)—THE BRIDGE

- (a) Position—From a bridge position with arms extended backward and legs extended forward with feet flat on ground, raise up until body weight is born entirely upon hands and feet.
- (b) Movement—20 to 30 times in medium cadence.
1. Arch the back by thrusting the waist upward and the head backward.
 2. Return to the starting position.
 - 3-4. Repeat 1 and 2.



C. GUERRILLA EXERCISES

For routine exercises arrange groups (about 30 men to a group) in a circle formation in single file, men about 8 feet apart. Start men walking in a circle at a moderate gait. The instructor demonstrates the exercise and commands *START*. The exercise is performed while continuing to move around the circle. Upon the command *RELAX* the group resumes the original walk. The instructor should immediately demonstrate a new exercise. Relaxed walking periods should not exceed 15 seconds. However, this will vary with the condition of the men. The following exercise may also be done from a column formation or from random position.

(1) GROUND EXERCISES

- (a) *All Fours*—Face down on hands and feet walk forward
- (b) *Bear Walk*—Face down on hands and feet travel forward by moving the right arm and right leg simultaneously, and then the left arm and leg simultaneously. Keep knees straight.
- (c) *Leap Frog*—Count two's. At start, odd leap over even numbers. At next start, even leap over odd. Continue this exercise, raising the back high, higher and higher.
- (d) *Bouncing Ball*—Support body on hands at shoulder width, feet apart, back and legs in line, knees straight. Travel forward by means of series of short upward springs of hands and feet simultaneously. (Bounce the hips up and down).

(2) SQUAT-BEND EXERCISES

- (a) *Duck Waddle*—Assume knees bent position, walk forward.
- (b) *Squat Jump*—Assume a knees bend position, jump forward.
- (c) *Indian Walk*—Bend knees slightly, bend trunk forward, arms hanging down until fingers touch ground. Retaining this position, walk forward.
- (b) *Crouch Run*—Lean forward at the waist until trunk is parallel with the ground. Retaining this position, run forward at a jogging pace.
- (e) *Steam Engine*—Clasp hands behind the neck, walk forward in the following manner. As the left leg is brought forward, raise the knee, bend the trunk forward, and touch the right elbow to the left knee then step forward on to the left foot and raise the trunk. Repeat with the right leg, and left elbow.

(3) ERECT EXERCISES

- (a) *Walk on toes*—Walk forward on the toes.
- (b) *Fast Walk*—Walk forward at a fast pace, swinging arms vigorously.
- (c) *Straddle run*—Run forward, leaping to the right as right foot advances, leaping to the left as the left foot advances.
- (d) *Knee-raise run*—Run forward, raising the knee of the advancing leg as high as possible on each step.

(e) *Hop*—Travel forward by hopping on the left. Take long hops. Change to right foot and repeat.

(f) *Broad Jumping*—Travel forward by means of a series of broad jumps off both feet.

(4) DOUBLE EXERCISES

Before starting these exercises, have the group count off by two's, then place them in pairs (side by side). In all cases the One's carry the Two's at the signal *START*. At the signal *CHANGE*, the men reverse positions; Two's carry One's, and continue the same exercise. On the signal *RELAX*, both teams return to their original positions and walk forward.

(a) *Army Carry*—One, standing facing Two's side, bends his knees and leans forward placing one arm behind Two's back and one arm under Two's knees. One straightens up, lifting Two from the ground. Two places near arm round One's shoulders and clasps his other hand. Retaining this position. One runs forward 30 to 60 paces.

(b) *Fireman's Carry*—One, standing sideways in front of Two, bends his knees and leans forward, placing one arm through Two's crotch. Two leans forward until he lies across One's shoulders. One straightens up, lifting Two off the ground. One, using his hand of the arm through Two's crotch, grasps the wrist of Two's arm that is hanging over his shoulder. Retaining this position. One runs forward 30 to 60 paces.

(c) *Cross Carry*—One, standing sideways in front of Two, leaps forward. Two bends forward until he is lying across the middle of One's back. One then places one arm around Two's knees and one arm around Two's shoulders, and straighten up, lifting Two from the ground. Retaining this position, One runs forward 30 to 60 paces.

(d) *Singleshoulder Carry*—One, standing in front of and facing Two, assumes a semi-squatting position. Two leans forward until he lies across One's left shoulder. One clasps his arms around Two's legs and straightens up, lifting Two from the ground. Retaining this position, One runs forward 30 to 60 paces.

SUPPLEMENTARY GUERRILLA EXERCISES

In addition to the above guerrilla exercises all of which are included in Training Circular No. 87, the following additional exercises are suggested:

(e) *Lame Dog*—(on either leg). Face down on two hands and one foot, travel forward, moving both hands, then the foot alternately.

(f) *Frog Jump*—From squat position with hands on floor between legs leap forward catching weight on hands, bringing up legs to squat position.

(g) *Crab Walk*—Back down on hands and feet (with feet forward) walk in direction of hands. (May go backwards and sideways as well).

(h) *Mule Kick*—Move forward by springing forward catching weight on hands and kicking feet backward and upward in

the air; as feet return to ground, straighten body and continue exercise.

(i) *Prone-face down*

1. Crawl, hands and feet (keep belly in contact with ground).
2. Crawl; using hands only.
3. Crawl, using feet only.
4. Wiggle, use neither hands nor feet.

(2) *Squat-bend Exercises*

(a) *Inch Worm*—From the front leaning rest position walk up toward the hands with short steps. Every effort should be made to get the heels on the ground as quickly as possible and to keep the palms touching as long as possible. The knees are kept straight throughout this exercise.

- (b) Front roll over right shoulder.
- (c) Front roll over left shoulder.
- (d) Forward roll.
- (e) Backward roll.

D. GRASS EXERCISES—The following exercises are used by large groups training in physical conditioning. These drills should be executed vigorously and quickly. All exercises demand a considerable degree of endurance and men should be required to continue to "drive" into the exercises, even after they are very tired. Exercises for this purpose are:

(1) *Front-up-back-up*—From a standing position at the Command *FRONT* the men flop down quickly onto the ground on their stomachs, as in position for firing. On the Command *UP*, they leap to their feet and do a vigorous stationary run until the next command. On the Command *BACK*, they drop down on their backs, and on the command *UP*, again spring to their feet and do a stationary run. When on their stomachs the command *BACK* means to flop over onto their backs (not by rolling over, but by thrusting legs through the arms and vice versa) Vary the commands, so that the men will not be able to anticipate the next movement.

(2) *Go-stop*—At the Command *GO*, the men spring forward as a football team would do in running signals. At the Command *STOP*, they stop and drop to the lineman's crouch. At *GO*, they again sprint forward. This may be varied by the Command *FLOP* which means to go to the ground on the stomach. If the Command is *RIGHT*, they turn and sprint to the right at an angle of about 45 degrees. *LEFT*, in like manner, means to go to the left. *GO* in each case means straight forward again.

TO THE REAR reverses the direction. Keep this up for at least five minutes.

(3) *Zig-Zag Run and Flop*—The men, upon the signal to go, run fast about 45° to the right, and when the whistle sounds again, zig-zag 45° to the left and on a second, or two blasts of the whistle, flop to the ground. Upon hearing the next whistle they spring to their feet, and run rapidly to the right, continuing as

above until commanded to halt. This may be by a long blast on the whistle. Continue for 5 minutes.

(4) *Zig-Zag and Squat*—Same as (3) above, except on the whistle, instead of flopping to the ground, the men come to a full squat with hands on the ground. Continue for 5 minutes.

(5) *Sit-Up*—Lying on back on ground with arms over head, sit up, knees straight, and reach forward, touching toes with hands. Return to ground. Execute 15 to 30 times in slow cadence.

(6) *Legs Over Head*—Lying on ground, arms above head, swing legs up and back over the head, touching toes to ground behind head. Keep knees straight. Execute 15 to 30 times in slow cadence.

(7) *Bicycling*—On back, legs above trunk, elbows by the side, with hands on hips, holding the hips up, make vigorous bicycling movements. Continue the exercise from 3 to 5 minutes.

(8) *Head and Feet Up*—Lie on ground, arms by the sides, palms on ground. At the Command EXERCISE, place the hands near the sides of the hips, with the knees straight, raise both legs and trunk from the ground, sitting up vigorously on the buttocks. Repeat 10 to 20 times.

(9) *Legs Right and Left*—Lying on the back, arms stretched out to the side, palms on the ground, legs vertical, knees straight, swing the legs vigorously sideward right and left, until the legs almost touch the ground on either side. Do this vigorously and rapidly. The faster it is done, the more vigorous is the movement.

(10) *Run Zig-Zag*—This can be done in two ways—

- (a) Step very far to the right with the right foot, and then far to the left with the left foot, as though striding through a set of automobile tires, staggered, and about 3 or 4 feet apart. Also make speed forward.
- (b) Step across the right foot with the left foot, and run 3 steps diagonally to the right. Then step over the left foot with the right foot and run 3 steps diagonally to the left etc, This can be done for 5 or 7 steps.

(11) *Exercise Known as "Burpee Test"*—(a) From the position of attention place the hands on the ground in front of the feet, bending the knees somewhat. Then thrust the feet backwards to a front leaning rest position on the ground. Return in reverse order to position of attention. Do this slowly at first, then gradually speed it up. Execute from 15 to 30 times.

(b) Same as (a) above, except that the legs are thrust alternately to the right and to the left diagonally.

All of these exercises should be continued until there is real respiratory distress.

E. RUNNING EXERCISES—(1) Running is an activity all men may be required to perform when assigned to combat service. It serves to develop muscular and cardiorespiratory endurance

that is important in active fighting. The exercise may be performed in three ways:

- a Road or drill field marching.
- b Cross country running.
- c Steeple chase and obstacle course running.

2. The method and order of progress used in practising this activity will generally be a combination of walking, jogging, fast running and sprinting. During the preliminary stages the road and cross country runs should be short (1 or 2 miles), with frequent walking periods. On completing the run, men should be required to walk slowly for 3 or 4 minutes before stopping.

3. Running exercises may be conducted by having squads follow the leader at 50 yard intervals; each squad to cross terrain features in the same manner as the one immediately ahead. This is a variation of Follow the Leader Games.

F. COMBATIVES—The purpose of such contests is to develop aggressiveness, initiative, and resourcefulness. The soldier should be encouraged to make a quick direct attack, and to attempt to achieve a victory at once. The success of these exercises will depend largely upon the careful selection of individual opponents. Men must be evenly matched. Speed and agility in execution should be stressed more than mere strength. Also team play is much more important than the physical accomplishments of any individual.

(1) DUAL.

- (a) *Hand Wrestle*—Opponents grasp (right or left) hands with little fingers interlocked. One foot is forward besides the opponent's forward foot, and each attempts by pulling, pushing, a sideward movement or other manoeuvring to force opponent to move one or both feet from original position. Change hands after each bout.
- (b) *Pull Hands*—With contestants matched in pairs, instruct them to grasp hands and attempt to pull the opponent over to one's position. In grasping hands, each individual should grasp the wrist of the opponent so that there is a double grasp with heels of hands in contact and with each hand grasping the other's wrist.
- (c) *Wrist Bending (Make them beg)*—Opponents pair off and face. Both men raise arms forward and lock fingers with opponent, palms together, fingers up. At starting signal both men attempt to bend wrist of opponents.
- (d) *Neck Pull*—Grasp the back of opponent's neck with one hand; for example, each contestant grasps the back of opponent's neck with right hand. In this case the right foot would be forward. Attempt to pull opponent out of position.
- (e) *Head push*—Contestants are in pairs. Instruct them to bend over and place heads together, crown to crown. At signal both start pushing. No part of body except heads may touch.

- (f) *Shoulder push (left and right)*—Contestants are in pairs. Instruct them to bend over and come together until shoulders meet, right shoulder. At signal both start pushing, using shoulder only. Repeat with left shoulder.
- (g) *Back to back push*—Place two contestants standing back to back with elbows locked. Establish a line 10 feet in front of each contestant. At signal, each, by pushing backward, attempts to push the other over his (the opponent's) base line. The contestants are not allowed to lift and carry their opponents—pushing only is permitted. Either contestant pushed over his own base line loses the bout. Three bouts constitute a match. The contestant successful in two is the winner.
- (h) *Back to back tug*—Place two contestants so they stand back to back with both arms linked at the elbows. Establish a line 10 feet in front of each contestant. At signal, each contestant attempts to drag the opponent over his base line. Lifting and carrying of the opponent are permitted. The contestants must maintain their original positions with arms linked. Either contestant carried across his opponent's base line loses. Three bouts constitute a match: the contestant successful in two wins.
- (i) *Back to back, arm between legs (right and left)*—Contestants are paired off back to back. Instruct them to bend over until posteriors only are touching. Then place right arm between legs and clasp hands. At signal both attempt to pull opponent across line. Repeat with left hand and then both hands.
- (j) *Rooster fight*—Hop on left foot with arms behind back. Use the right shoulder and right side of chest to butt opponent. The object is to make the opponent lose his balance and fall, to unfold his arms and to touch his free foot to the ground. Engage in this form of rooster fight by sides. For example, suppose there are 10 soldiers on a side; they may be designated by having one side without shirts. They may engage in individual combat or two or more may attack one opponent.
- (k) *Knock them down (any method)*—At starting signal both partners will attempt to knock opponent off feet in any manner he chooses. He may tackle, push, pull, lift, or wrestle. First man who has any part of body except feet touching ground loses.
- (l) *Step on toes*—At starting signal soldiers will attempt to step on toes of opponent. Activity continues until stop signal.
- (2) *Mass Combatives.*
- (a) *Bull in ring*—No equipment needed. Formation: Group forms in a circle holding hands. One man who

is termed the "bull" is placed in the center. If there are more than twenty men in the ring have two "bulls." The "bull" tries to break out by charging the ring so the clasped hands are forced apart. If the "bull" gets out the players try to catch him. Player successful in catching the "bull" becomes "bull" and game continues.

- (b) *Ring push*—The groups are formed in two circles, one smaller circle within the other. The inside circle is facing in, the outside circle facing out, so that the circles are back to back. A circle is marked off on the ground or floor to encircle outside circle of men. At starting signal men in inside circle attempt to push men in outside circle over line while outside circle men attempt to remain in circle. All pushing is done with backs only, arms are folded on chest.
- (c) *Line charging*—Two teams of men form two lines opposite each other. The two lines should be about 1 foot apart laterally. At the whistle, team A attempts to break through the line of team B. Team B blocks in every conceivable way, except by holding. Team A may use its hands; team B may not. Team A may not go outside the end men on team B. After from 3 to 5 seconds (usually 3 seconds at first, 5 seconds later) the physical training officer blows his whistle and the number of men who have broken through the opponents after five innings. Indoor competition, this may be conducted on a string of mats.
- (d) *Catch and pull tug-of-war*—Draw a line on the ground. Divide group into two teams, one on either side of the line. Attempt to grasp the hand or the wrist of one of the opposite team, and pull him across the line. This is not necessarily an individual affair, for two or more of one team may gang up on one opponent. When an individual is pulled across the line (that is when he touches the ground on the other side of the line) he retires to the rear of his captors' territory as a prisoner. Continue until all of one team have been pulled across the line or until left on their own side and they refuse to approach the line closely enough to engage the opponent, then director should declare them defeated. Every effort should be made, however, to discourage such practices. (As a variation of this, those pulled across the line may join with the opponent in attacking their former comrades, continuing until no one is left on one side.)
- (e) *Horse and rider fights*—Teams of two players each take part in this contest. Have one player of each team sit astride the hips of the other player and lock his feet in front. At signal, the "horses" move forward so the riders can reach each other. Each "rider" attempts to overthrow his opponent. The "horses" are not allowed to help the "riders." The "riders" are

allowed to use all fair wrestling tactics; they are not allowed to interfere with the "horses." Either "rider" forced to touch the floor in any way, either forced down from his "horse" or overthrown with his "horse" loses. If two "riders" go down together, the one touching the floor first loses. Last team up is winner.

- (f) *Sitting push out of circle*—This activity is performed in same manner as (b) above, except that all men are seated on ground.
- (g) *Goal line wrestling*—This activity is performed in the same manner as in (d) above, except that a single line is drawn 15 feet behind each team and when player is carried or pulled across line behind opponent's side he is declared "dead," and out of competition.
- (h) *Human tug-of-war*—Formation: Column of files facing each other. Players stand close together, arms placed about waists of men in front (grasping left wrist with right hand is the strongest grip). Leading men of each team grasp opponents about neck and shoulders. Team breaking first or having one or more men pulled over the line separating the two teams after 90 seconds is the loser.

G. RELAYS—Although Training Circular 87 does not include relays, the following list is suggested because these events are excellent conditioning activities. In addition, they are interesting to the men and provide an excellent supplement to the more formal calisthenic exercises and grass drills.

- (a) *Jump stick*—This event is not without danger if the men should cease to be alert or fail to coordinate at the right time. The players are in line formation. Ahead of them two teammates hold a cross bar, rope or belt, one at each end. At the signal they run toward their line of players holding the bar about knee high. The players must jump as the bar approaches in order to avoid being hit. The players then run to the right of the line and drop the bar at the starting point. They then run to the rear of the line, and the two players in front of the line repeat the process. The game can also be played by having the bar carried waist high and having players in line squat to keep from being hit. In this latter event a flexible bar is recommended, one that will bend and not injure the player who might be hit; and, as another precaution, glasses should not be worn.
- (b) *Horse and Rider*—No equipment needed. Players stand at attention. At the signal to start, No. 2 in the column leaps upon the back of No. 1, who carries him across the distance line in pig-a-back fashion. There he drops him. No. 1 remains behind the distance line. No. 2 rushes back and picks up No. 3 in the column and carries him beyond the distance line and No. 2 remains there. No. 3 rushes back and

picks up No. 4, and so on. When the last man in the column has been carried across the distance line the race is finished.

- (c) *Izzy Dizzy*—Formation: Column of files. First man in each column runs to a given point, 15 yds. from starting line, places right hand on ground and circles to right or left 4 times keeping hand on ground. He then returns to his column, touching the next man, who, when touched, repeats the procedure. Relay is ended when last man in column returns to starting line. Column finishing first is the winner.
- (d) *Over and Under*—Formation: Column of files. Crouching position, hands on knees. Last man in each column begins relay by going over man in front of him, under the next man, and so on until he has gone over or under the first man in the column. He then sprints to a given point, 20 yds. from the head of the column, and returns to the head of the column where he crouches, hands on knees. When the first man returns the man who is now last repeats the procedure. This continues until all the men have completed the run and returned. Column finishing first is the winner.
- (e) *Three legged*—Formation: Teams in columns of two's. Men on teams will pair off and stand together with inside arms about the other's waist. Inside legs are tied together at the ankle with belt, rope, or any available like object. At starting signal the first pair of each team will run to a point 20 yds. distant and return at which time next pair will run. Repeat until all men have run. First team having all men finish wins.
- (f) *Two legged*—Formation: Teams in columns of two's. Men on each team will pair off and stand together with inside arms about waists of partner. Inside legs are lifted off ground and held up together. At starting signal first pair in each team will run to point 20 yards away, using outside legs only and return in same fashion, at which time next pair will run. Repeat until all pairs have run. First team having all men finish wins.
- (g) *Wheel Barrow*—No equipment needed. First man walks on hands, second man carries the feet of the first man. Advance to given point (about 30 feet in front). At this point men change positions (second man walking on hands, first man carrying feet of second man), and return to starting line. After first two men cross starting line the next two men start as described, and so on.
- (h) *Three man wheel barrow*—Formation: Teams in single file. First man in each line goes down to hands and feet position. Second man places hand on hips of first man, assuming a semi-leaning rest position. The third man then picks up legs of second man as in two

man wheelbarrow and the three man team is ready to move. Relay is then run in regular manner.

- (i) **Chariot race**—Any number of teams. Suggested not over 15 men per team. Team holds hands to form circle with all men facing out except one man who faces in and is the "driver." At starting signal all teams race to distant point, keeping circle intact. The one man facing in gives directions and orders. First team back wins.
- (j) **Caterpillar**—Any number of teams in single file. All members of teams sit on ground with legs spread, close behind and with arms around waist of man in front of him. At starting signal teams move forward by moving posteriors and by jerks of body. No hands may be used. First team to get all men across line five yards to front wins.

SCHEDULING PROCEDURES.

Participants should be advised as to coming events, entry closing date, date play begins, and type of tournament. This may be done by medium of announcements in mess halls, formations, bulletin board notices, etc.

The type of tournament to be used must necessarily be governed by the number of entries, available playing areas, length of season, personnel and equipment. The declaration of winners is essential but that should not be the sole objective of individual and team tournaments. One should be concerned with creating a wholesome interest in the activity and maintaining it for a maximum number of the participants as far along in the tournament as possible.

Much interest is added to a sports program by varying, wherever possible, the types of tournaments used. Following are a number of such tournaments.

THE ROUND ROBIN.

The round robin type of tournament provides for a maximum amount of participation for it requires every team or individual to play every other team or individual, and the winner is declared on a percentage basis.

This type is probably used more than any other type of tournament. It is very desirable when a large number are entered for the entrants may be divided into small leagues to determine league winners. The league winners may then be placed in a straight elimination tournament to determine the championship.

Following are the pairings for an eight-team round robin tournament and from this a similar set-up may be made for more teams.

Even number of teams—eight: Using numbers to represent teams, number one (1) is placed at top of left hand column and remains constant, other numbers are rotated in a clock-wise direction:

1—2	1—8	1—7	1—6	1—5	1—4	1—3
8—3	7—2	6—8	5—7	4—6	3—5	2—4
7—4	6—3	5—2	4—8	3—7	2—6	8—5
6—5	5—4	4—3	3—2	2—8	8—7	7—6

Odd number of teams—seven: Use the letter B to represent a bye, the letter B remains constant at top of left hand column and the other numbers are rotated in a clock wise direction:

B—1	B—7	B—6	B—5	B—4	B—3	B—2
7—2	6—1	5—7	4—6	3—5	2—4	1—3
6—3	5—2	4—1	3—7	2—6	1—5	7—4
5—4	4—3	3—2	2—1	1—7	7—6	6—5

The double round robin is the same as the single round robin except every team or individual plays every other team or individual twice.

STRAIGHT ELIMINATION

The straight elimination type of tournament is the fastest method known for determining a winner. It is sometimes called the "knock out system" for each defeat definitely eliminates some player or team from the tournament.

One of the main objections to this method is the fact that it makes absolutely no provision for an off-day when a team is not displaying its usual good form. In other methods the defeated one has an opportunity to compensate for off-days by winning succeeding matches.

When the number of entries equals some power of "two," such as, four, eight, sixteen, thirty-two, etc., the number of matches and brackets comes out evenly. Numbered cards, numbered blank cartridges, or lotto discs are used in drawing team positions, the number drawn indicating the bracket into which the individual or team is placed.

When the number of teams is not an exact power of "two" the following formula should be used to determine the number of matches in the first round and the number of byes allowed:

Number of entries minus The highest power equals The number of "two" below the matches in the number of entries first round.

(Example) 11 — 8 = 3
The highest power The number of equals The number of "two" above the minus entries of byes
number of entries

(Example) 16 — 11 = 5

This procedure takes care of all byes in the first round and warrants a perfect power of two in the second round, etc. If the number of byes are odd, the extra one is placed at the bottom.

The total number of games to be played is always one less than the number of individuals or teams entered.

THE DOUBLE ELIMINATION

This plan compensates for off nights when contestants are not up to form, and gives an individual or a team that is defeated in the first round an opportunity to come back and win in the finals. It also makes a longer tournament and provides more participation. Player No. 1 defeated No. 2, but No. 2 won through the several

losers' brackets and again met No. 1 in the finals, winning the tournament. In this type of tournament it is necessary for participants to be defeated twice before being eliminated.

Unless those in charge of this type of tournament continually urge participants to play their matches, the ones on the losing side of the bracket are often inclined to delay, and, as a consequence, those in the winning bracket have to wait so long that they are not interested, and possibly out of condition, when the finals are played.

STRAIGHT CONSOLATION TOURNAMENT.

In order to care for individuals that are defeated in the first round it is very desirable to supplement the regular tournament with a consolation tournament.

While this type of tournament is primarily for the purpose of promoting additional activity for those that are defeated in the first round, some institutions allow additional points toward individual and team championships.

In a regular consolation tournament just one-half of the first round teams are carried into the consolation. If there are sixteen teams in a tournament, eight of them would continue as winners to the second round and the other eight would be carried in the consolation tournament.

CONTINUING CONSOLATION TOURNAMENT.

This type of tournament is really a continuation of consolations and is especially considerate of losers. If there are sixteen players in the first round, the eight winners would continue until a champion is declared and the eight losers are moved down to the next series of brackets or what might be termed the "B" tournament.

In this eight-player "B" tournament the four winners continue to a championship and the four losers are moved down into another consolation or what might be termed the "C" tournament, etc.

LADDER TOURNAMENT.

This is a method of running a tournament whereby the players or teams are moved up or down according to the result of the play. The name "Ladder" was selected because of the design originally used, being similar to the several rungs and uprights of a ladder.

The names or numbers of contestants are drawn and placed one below the other in order of drawing. A player may challenge the player directly above him and unless this player has already challenged the player above him, the challenge must be accepted within a designated time. It often facilitates matters to have the challenge submitted in writing and recorded by the person in charge. If the one challenged does not play, or plays and is beaten, the two change positions; if the one above wins, there is no change. When two contestants have met they cannot again play each other until one has played once with another contestant.

In case handicaps are used, each player carries his handicap against all players. (This method is sometimes varied by allowing challenges to be made two places above instead of just one.)

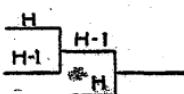
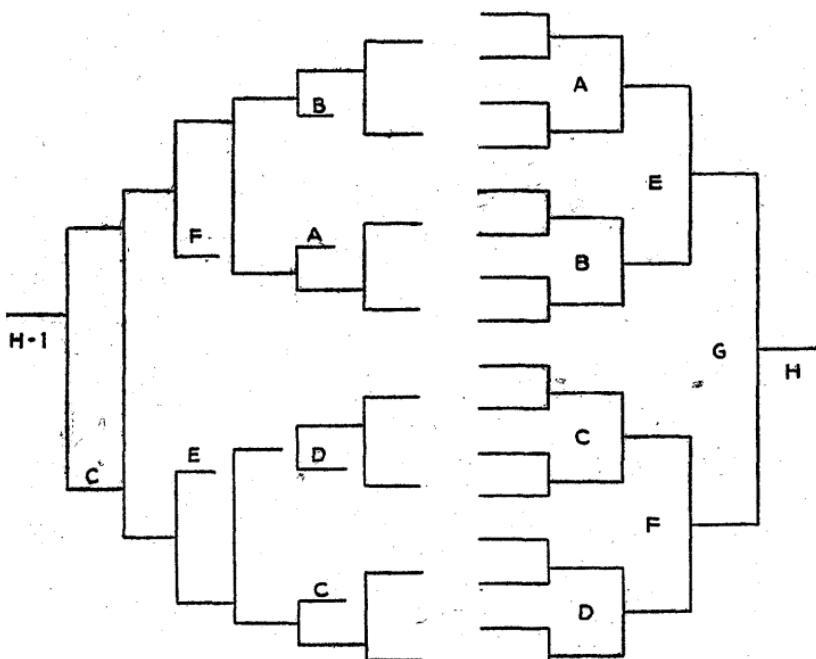
Numerous devices may be made that will facilitate the transfer of names from one position to another. Following are a few that are most generally used:

The tag board is perhaps the simplest to construct. Small nails are driven at regular intervals into a narrow board of desired length. This row of nails should be numbered consecutively. The names of the several players are placed upon ordinary tags and thrown into a hat. The first tag drawn is placed on tag No. 1, the second on No. 2, and so on. The most economical but not so convenient type is the plain placard with small slits into which little cards, with the names thereon, may be slipped.

ELIMINATION TOURNAMENTS

DOUBLE

SINGLE



WAR DEPARTMENT,
Washington 25, D. C., 15 March 1944.

RESPONSIBILITY FOR MAINTENANCE OF SPECIAL SERVICES AND MORALE SERVICES EQUIPMENT.—Section III, Circular No. 202, War Department, 1943, is rescinded and the following substituted therefor:

1. First and second echelon maintenance of equipment procured and distributed by the Special Services and Morale Services Divisions is a responsibility of personnel of the using organization.
2. Responsibility for all higher echelon maintenance of the items of Special Services and Morale Services equipment (standard and nonstandard) designated below is assigned as follows (with the exception of matériel of the United States Army Motion Picture Service which performs all echelons of maintenance on its own equipment):

Item	Maintenance
a. Radio transmitters and receivers.	Chief Signal Officer (in theater of operations, signal maintenance facilities as delegated by theater commander). ³
b. Public address systems	Chief Signal Officer (in theater of operations, signal maintenance facilities as delegated by theater commander). ³
c. Power generating units and converters. ¹	Chief Signal Officer (in theater of operations, signal maintenance facilities as delegated by theater commander). ³
d. Power generating units and converters. ²	Chief of Ordnance in (theater of operations, ordnance maintenance facilities as delegated by theater commander). ³
e. Record reproducing equipment.	Chief Signal Officer (in theater of operations, signal maintenance facilities as delegated by theater commander). ³
f. Musical instruments ..	The Quartermaster General (in theater of operations, repair facilities as delegated by theater commander).

¹ Those power generating units and converters purchased by Signal Corps.

² Those power generating units and converters purchased by Ordnance Department.

³ Normally delegated to these facilities, but may when conditions warrant be delegated to other facilities by theater commander.

3. Responsibility for spare parts storage and issue in the zone of the interior for Special Services and Morale Services equipment is assigned as follows:

a. To the Chief Signal Officer for organizational and higher echelon spare parts for those items listed in paragraph 2a, b, c, and e that are standard items the procurement of which is assigned to Signal Corps by existing directives.

b. To the Chief of Ordnance for organizational and higher echelon spare parts for such items included in paragraph 2d as are standard items the procurement of which is assigned to the Ordnance Department by existing directives.

c. To the Quartermaster General for organizational and higher echelon spare parts for musical instruments. Distribution of spare parts will be in accordance with instructions issued by the Special Services Division.

d. To the Director, Special Services Division, and the Director, Morale Services Division, or, when requested by Special Services or Morale Services, chief of appropriate technical service when acceptable to the latter, for organizational spare parts for non-standard items of paragraph 2 pertaining to the respective Division.

4. In the theater of operations spare parts for Special Services and Morale Services equipment will be stored and issued as follows:

a. By signal base supply depots or other facilities designated by theater commander for organizational and higher echelon spare parts for those items listed in paragraph 2a, b, c, and e, that are Standard Signal Corps items.

b. By ordnance base supply depots or other facilities designated by the theater commander for organizational and higher echelon spare parts for those items included in paragraph 2d that are standard ordnance items.

c. Spare parts for musical instruments, and organizational spare parts for nonstandard items of equipment will not be stocked in the theater of operations, but will be obtained by requisition on the port of embarkation.

5. Third and higher echelon spare parts for nonstandard Special Services and Morale Services equipment will not be stocked, but will be obtained by using parts from damaged equipment, unless parts required are otherwise normally on hand in the organization responsible for maintenance, and are available in sufficient quantities so that their use for this purpose will not jeopardize repair of standard tactical equipment.

6. In the interest of conserving critical materials used in the manufacture of some athletic equipment, unserviceable special service athletic equipment which cannot be repaired by using the repair kits furnished will be turned over to quartermaster reclamation installations for possible reclamation or for disposal.

7. a. Responsibility for maintenance of projectors, all photographic and allied equipment including the transfer of certain photographic activities from the Special Services Division to the Army Pictorial Service is assigned as follows:

(1) First and second echelon maintenance to the using organizations.

- (2) In the zone of the interior, higher echelon maintenance to the Chief Signal Officer. In the theaters of operation, to signal maintenance facilities, or if circumstances require, such other facility as delegated by the theater commander.
- b. Responsibility for spare parts storage and issue in the zone of the interior for the above projector and accessory equipment is assigned as follows:
- (1) To the Chief Signal Officer for organizational and higher echelon spare parts for standard items of equipment.
 - (2) To the Chief Signal Officer for a minimum quantity for organizational and such higher echelon spare parts as may be necessary to effect economical repair of non-standard items of equipment.
- c. In the theater of operations spare parts for standard and non-standard projector and accessory equipment will be stored and issued by signal base supply depots or other facilities designated by the theater commander.
- d. The agency responsible for maintenance is authorized to obtain replacement repair parts for nonstandard equipment by using parts from damaged equipment where such repair parts are not provided.
- e. Requisition for spare parts for projector and accessory equipment will be through Signal Corps channels.

[A. G. 475 (8 Mar 44).]

By order of the Secretary of War:

G. C. MARSHALL,
Chief of Staff.

Official:

J. A. ULIO,

Major General,

The Adjutant General.

AG P BR HQ SOS 4-44/22700/26275

CINEMA BRANCH
SPECIAL SERVICE DIVISION

HQ. ETOUSA

APO.887

CARE, HANDLING AND MAINTENANCE OF
16mm PROJECTORS AND FILM.

1 PACKING AND MOVING EQUIPMENT.

(a) Careful handling of the equipment when packing, unpacking and installing it, is the greatest single factor in trouble-free operation.

(b) When a showing is completed, the projectionist should pack all equipment and accessories neatly and orderly in their carrying cases. Power and speaker cables should be COILED, not folded.

(c) Care must be exercised in lifting, stowing in vehicles, and transporting equipment.

2. CLEANING.

(a) Use soft, lintless cloth or lens tissue to keep lenses free from dust or dirt. DO NOT SCRATCH LENSES—PROTECT THEM AT

ALL TIMES.

(b) Use a brush and cleaning fluid to free film channels, rollers and sprockets of oil, gum and dirt. KNIVES or other metal objects should NOT be used in cleaning.

(c) The projector should be cleaned thoroughly by QUALIFIED TECHNICIANS at least once a year.

(d) Film gate, aperture, film channels, rollers and sprockets should be cleaned IMMEDIATELY after each use of the projector.

3. OILING.

(a) Lubrication is most essential to proper operation of the projector. Each projector has an adequate oiling system and should be lubricated with the oil specified by its manufacturer. Lubricate sprockets and roller bearings with ONE DROP of oil after every 4-hour period of projection. DO NOT use too much oil. DO NOT oil a projector when it is loaded with film. OIL IS ENEMY OF FILM.

4. REPLACING AND REPAIRING.

(a) Replace projector lamps when they burn out or when the screen image becomes dim. Exciter lamps have a long life and will usually require replacement only if damaged by rough treatment or over-voltage.

(b) FIRST AND SECOND ECHELON REPAIRS are the responsibility of the using unit. Higher echelon repairs are to be accomplished by Signal Corps technicians.

(c) Regular reference to a record of lamp replacement will help to eliminate delays in projection service. Each projector lamp is rated at 25 hours effective life. To eliminate burnouts, the lamp should be replaced after being used 25 hours and used lamp put aside for emergency use, with record of its use kept.

5. PROJECTION.

(a) Before starting projection, turn on the amplifier and allow tube filaments 30 seconds to warm. Turn on projector lamp and motor, and gradually turn up sound after picture starts. Check the projector frequently to make certain that the sprocket teeth mesh with the film sprocket holes. Investigation should be made immediately of any strange noise in the projector. Noises are an indication of trouble. Under no condition should the projector be left unattended while in operation. When trouble develops immediate action is necessary to prevent damage to the film and equipment.

6. FILM DAMAGE.

(a) Film damage is caused by careless handling and careless projector operation. The most common examples of film damage and causes are:

(1) Diagonal creasing—usually caused by film running over flange of feed sprocket, or by foreign material on sprocket shoe or guide roller.

(2) Horizontal creasing—usually caused by stepping on film. Always be sure that film takes up properly during projection, so that it does not collect on the floor.

(3) Scratches on film—usually caused by dirt in film gate or dragging pawl, or film dragging on floor, as in "(2)"

above. Also caused by "cinching" of film during rewinding. To prevent this, rewind at constant rate of speed after allowing film to cool properly.

- (4) Enlarged or torn sprocket holes—usually caused by dirty sprockets, lost loops, or excessive film gate tension.
- (5) Sprocket holes on the sound track—caused by incorrect threading or the use of sound film on a silent projector.
- (6) Edge nicks—caused by improperly aligned rewinders.
- (7) If the film breaks, lap the broken end around the take-up reel, or repair temporarily, using adhesive tape. Mark the break by inserting a small piece of paper in the reel. Splice the film as soon as the showing is finished.

7. RECORDS.

(a) Each unit should keep a record of films shown, including titles, date of showing, condition of film on receipt and on shipping, date received and date shipped, audience reaction and attendance figures.

RESTRICTED
HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS

SUBJECT: 35mm Cinema Service.

TO: Commanding General, US Army Air Forces in the UK

Commanding General, V Corps

Base Section Commanders, SOS, ETOUSA

Headquarters Commandant, SOS, ETOUSA

1. a. The War Department, through the Special Service Division, has made available to the theater a limited number of 35mm cinema equipments requests for which are to be made to this headquarters, through channels.

b. Issuance of the equipments is subject to the following conditions:

- (1) The camp to which issued must be of a permanent or semi-permanent nature.
- (2) There must be a suitable structure at the camp.
- (3) There must be a sufficient concentration of troops to justify the installations.

2. a. Installation of the equipment must conform to British regulations:

- (1) The projection booth must be fireproof, and in many cases will have to be constructed by personnel of the using camp.
- (2) Projectionists must be experienced in the use of the equipment, and, particularly, must appreciate the inflammable nature of 35mm film.

b. The Cinema Section, office of the Chief of Special Service, this headquarters, will advise further regarding such regulations.

3. a. Coincident with an installation, the Cinema Section, office of the Chief of Special Service, this headquarters, will arrange through British channels for the supply of 35mm films.

b. The actual bookings of films will be made by the Special Service officer of the using camp, and his name should be furn-

ished to the Cinema Section, office of the Chief of Special Service, this headquarters, in order that he may be advised as to the procedure to be followed and authorized to deal directly with the commercial distributors.

For the Commanding General:

C. R. LANDON,
Colonel, AGD,
Adjutant General.

STEPS IN INITIATING A "SOLDIER SHOWS" PROGRAM AND SUGGESTED T/O

(A) PRELIMINARY SURVEY.

1. PERSONNEL.....Check A.G. Form 20 cards.
Interview Prospects.
2. FACULTIES.....Check Theatre-Stage-
Equipment-Scripts.

SPECIAL
SERVICE
OFFICER

(B) ANNOUNCEMENT OF ORGANIZATIONAL MEETING

Bulletin Boards, Theatrical Posters, Pamphlets, Circulars,
Announcements at Mess.

(C) ORGANIZATIONAL MEETING

1. Discussion of Program—Tabulation of Personnel and facilities available or required.
2. Selection of type of Entertainment in line with personnel facilities available.
3. Selection of Key men and setting up of Production organization.

(SUGGESTED T/O)

PROGRAMME DIRECTOR.
(Probable Producer and Director
of Show).

TECHNICAL
DIRECTOR

STAGE
DIRECTOR

MUSICAL
DIRECTOR

Stage, Equipment,
Scenery,
Costumes,
Advertising,
Posters, etc.

Actors,
Entertainers,
Scripts.

Orchestra and
Band, Instruments,
Music Library,
Arrangements.

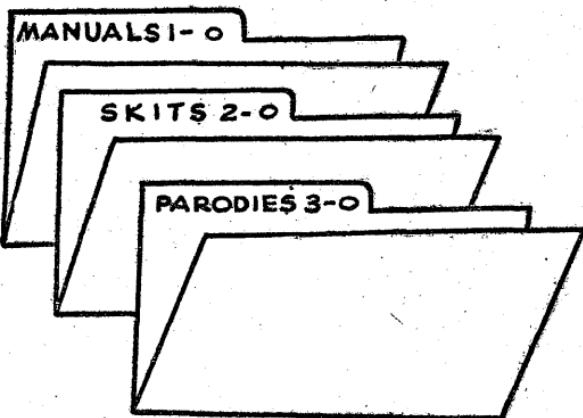
REHEARSALS—PRODUCTION MEETINGS

DRESS REHEARSAL.
(Special Service Officer
Approval).

PERFORMANCE

Illustrated is an Index and Identification system for Special Service Officers to use for their Theatrical Script Libraries.

The first numeral indicates Key to 'types of scripts' and file folder. The second numeral identifies particular script.



KEY TO TYPES OF SCRIPT.

- 1 — 0 Manuals
- 2 — 0 Skits and Blackouts.
- 3 — 0 Parodies
- 4 — 0 Original Soldier Revue Material.
- 5 — 0 One Act Plays.
- 6 — 0 Minstrel Shows
- 7 — 0 Radio Scripts.
- 8 — 0 Revues
- 9 — 0 Musical Comedies.
- 10 — 0 Music.
- 11 — 0 Three Act Plays.
- 12 — 0 'Meller' Dramas.
- 13 — 0 Quizz.
- 14 — 0 Joke File.

As additional scripts are received they can be allocated in the proper folders. In this way, the Library can be kept up to date and not become a static operation after the first scripts are received.

The following is a list of the type of shows that can be put on with and by soldiers in order of simplicity:—

(1) *Vaudeville show*, made up of speciality acts, dancers, singers, jugglers, magicians, solo instrumentalists augmented by small band. This type of show requires very little material, and depends almost entirely on the individual talents of the speciality acts.

(2) *Reviues* are made up of speciality acts, and band accompaniment. They are an elaboration of the vaudeville show, adding production numbers and comedy sketches to augment the show.

(3) *Minstrel Shows*. One of the simplest types of shows to produce, enlisting also the greatest mass participation, requires a few comedians, speciality artistes as end men to sit in front row alongside the interlocutor. The men sitting behind in the other rows can be of any number and require very little theatrical talent. Material and instruction regarding production of minstrel shows is contained in the Theatrical Script Library.

The minstrel show is entirely American in nature, the first shows having been created in the United States. It is not necessary for the cast to put on make-up or burnt cork, an example was illustrated in the minstrel part of Irving Berlin's show "This Is The Army."

(4) *Old Fashioned 'Meller' Dramas*. 'Meller' dramas are very popular in the soldier show program. Not only do the actors enjoy playing the romantic hero and the treacherous villain, but the audience have a chance to participate by applauding and cheering the hero and hissing the villain. Good actors are not necessary to play in 'meller' dramas, as an inexperienced performer may sometimes be better in these shows than an experienced actor. However, care should be taken that the over-acting is not carried out to an extreme where the cast are having a better time than the audience. These shows can be augmented between scenes and acts by gay nineties type of barber shop quartets singing old-fashioned medleys. Material for these shows are also in the Theatrical Script Material.

(5) *Playlets, One Act Plays, Plays and Musical Comedies*. These are the more ambitious type of productions, requiring greater perfection in acting and more accurate detail in scenery, costumes, props and lighting. Talented technicians can successfully improvise some of these necessary details. For this type of shows the cast should be thoroughly rehearsed and performances should not be given until perfection has been reached.

B. Theatrical Script Material.

A complete folio of theatrical script material can be obtained from the Base Section Theatrical Officer. With this script material vaudeville shows, minstrel shows, musical revues, old-fashioned 'meller' dramas, one-act plays, playlets and full-length plays can be produced. In starting a theatrical program it may be difficult to obtain original show script material, therefore this supply has been made available. However, when a soldier show program is operating this professional material should not be relied upon as the sole source of supply, original writing and composing should be encouraged. This can be done by localising incidents, places, and characters in the professional script material. This localising of material adds a professional touch to show presentation and invariably results in greater appreciation by the soldier audience. The Theatrical Script Library also contains manuals and technical information on the improvising of scenery, costumes, and electrical equipment.

TEMPORARY OR IMPROVISED STAGES.

The following are a list of suggestions for improvising stages, curtains, scenery, and electrical equipment.

STAGES

Platforms

A raised platform can be built 3 feet off the floor with spare lumber found in or around any camp. This can be supplemented with wood taken from crates. This platform, if built within a Nissen Hut, should take in the complete width of the Nissen Hut and extend about 10 to 12 feet into the room.

Mess Tables

Series of mess tables can be set up to form an adequate acting area. 2 or 3 deep and 3 or 4 across. The legs of a table can be tied together to give the tops more rigidity.

Crates

A series of crates of uniform size can be set together and nailed to the required acting size. Blankets can be hung on the front side which is exposed to the audience to conceal any lettering which may be found on the boxes, and to give it a more theatrical effect.

Tent Floors

Two or more tent floors can be set up on crates, which act as supports and blankets hung on front part which faces the audience.

(Illustrated in drawings 10, 11, 12, 13)

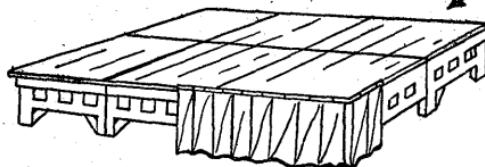
CURTAINS AND DRAPES

1. To give the above platform a theatrical feeling blankets, canvas, sheets, theatrical muslin, or blackout cloth can be hung 3 or 4 feet wide on each side of the stage. A piece of this fabric, $1\frac{1}{2}$ to 2 feet wide, can be hung from the ceiling to meet the two side pieces. This will form a picture frame opening, and can be used to conceal the border lights and curtain tracks if used. As for a background, any of the four above-mentioned materials can be hung completely around the stage to conceal the walls. A pair

SUGGESTIONS FOR IMPROVISING STAGES, CURTAINS,
SCENERY, ELECTRICAL EQUIPMENT

STAGES

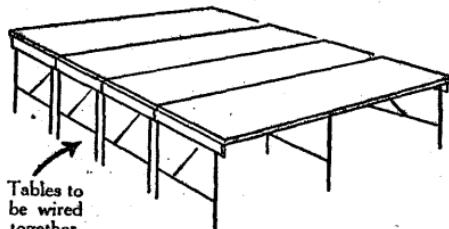
(10) Platform Stage :



The best all around stage to be constructed in separate sections and bolted together (Note construction in drawing shown here).

All of these improvised stages can be masked as shown.

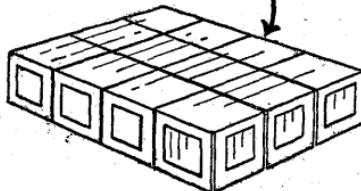
(11) Mess Tables



Tables to be wired together.

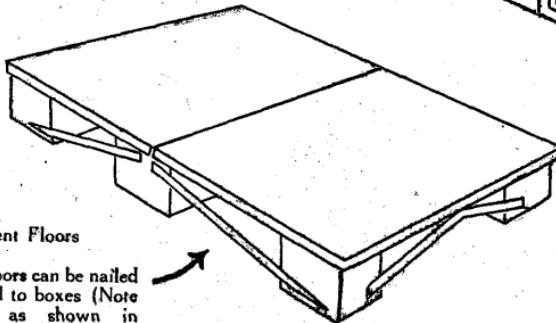
(12) Crates or Boxes

All boxes must be of one standard size and wired or nailed together.



(13) Tent Floors

These floors can be nailed or bolted to boxes (Note bracing as shown in drawing).



of front curtains can be made with a center opening with hooks or grommets (such as found on shower curtains) or large safety pins spaced about every six inches across the top so that the curtain may be made to draw. A wire is strung from both sides for this curtain to operate on. This can be done by hand or with a pulley arrangement as one finds on window curtains. Two or three of these draw curtains can be set on stage three or four feet behind one another. This arrangement is very handy for setting a scene behind one set of curtains while an act is appearing in front of it. Additional side pieces can be hung on stage to conceal lights or entrances of actors.

2. Set Pieces

Against the drapery background small props and cutout pieces can be set on stage or hung to form a scene. For instance, an office scene could be shown with a picture and calendar, with a desk and few chairs about. An exterior scene can be made by cutting the silhouette of a tree out of a piece of wood or card-board and painting it.

(Illustrated in drawings 20, 21, 22, 23)

SCENERY

1. Three fold screens can be made of ply-wood, compot boards, or almost any type of construction board. Each panel can be approximately $2\frac{1}{2}$ to 3 feet wide and 5 to 6 feet high. The necessary scenes can be painted on each side of screen. Two or three sets, depending on the requirements of the show, can be used. These can be changed in full view of the audience by turning them around or behind the closed curtains while another scene is being played in front. Two sets of these screens can be put together to form one large set.

2. Painted Curtains

Sheets, blankets, blackout curtains, or theatrical muslin can be hung on a wire in two pieces. These can be painted with the desired scenic effect. 2 or 3 of these can be hung directly behind one another. When the first scene has served its purpose one half can be pulled off to each side, leaving the next scene ready.

(Illustrated in drawings 15, 16, 17).

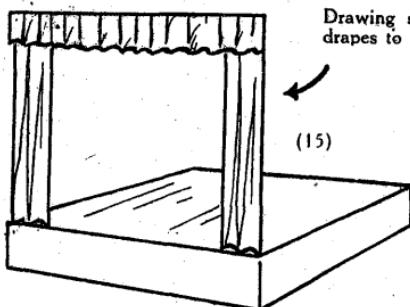
LIGHTS

Footlights can be made by mounting sockets 6 inches apart on the front part of the stage with a piece of wood or tin, shielding the source of light from the audience. The same arrangements can be used for border or overhead lights. Spotlights can be made from desk lamps, ordinary lighting fixtures, tin cans, head-light reflectors from cars. The important thing to bear in mind on the making of a spotlight is to make certain that the beams of light are kept concentrated in order that the particular area or actor is brightly lit up. The placing of a coloured gelatin in front of these spotlights will help to enhance the theatrical effect. These spots should be hung on a pipe overhead directly behind the proscenium opening, also on each side of the stage. Two spots with large bulbs and highly concentrated light should be placed in the audience at each side of the theater to be used as follow spots for any act that may move on stage.

(Illustrated in drawings 25, 26, 27, 28).

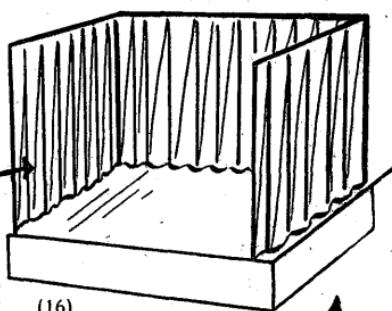
SUGGESTIONS FOR IMPROVISING STAGES, CURTAINS,
SCENERY, ELECTRICAL EQUIPMENT

CURTAINS AND DRAPES



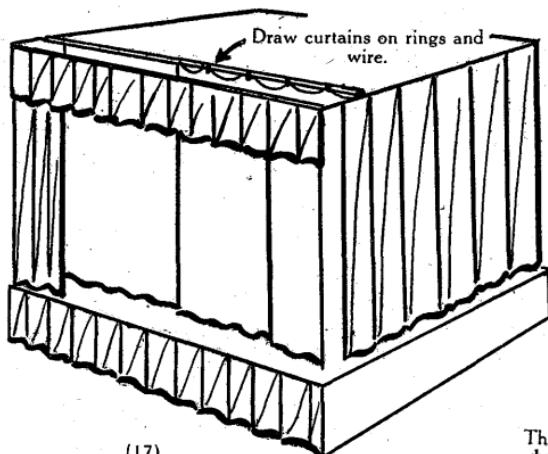
(15)

Drawing showing the function of the drapes to form a stage frame.



(16)

Openings may be cut at any place in the drapes to be used as entrances and exits.



(17)

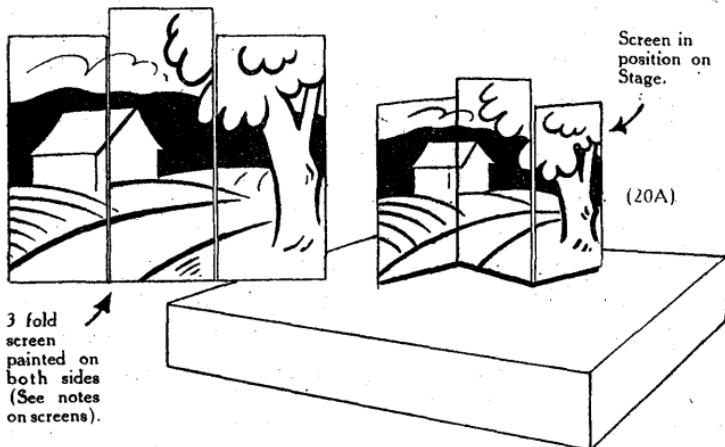
Masking in the balance of the stage. (Note—No framework is necessary in this plan. All curtains to be suspended or tacked to ceiling).

This should be your completed picture. (Note—All curtains should be weighted at the bottom). Masking can be seen here on the front of the stage platform.

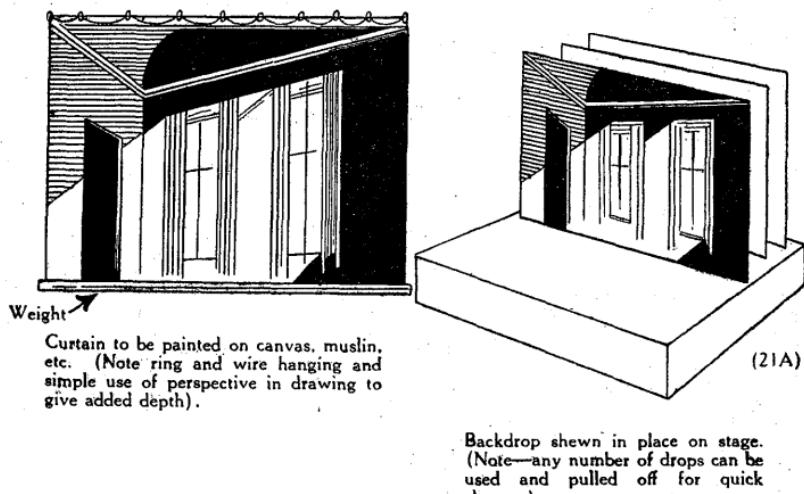
SUGGESTIONS FOR IMPROVISING STAGES, CURTAINS,
SCENERY, ELECTRICAL EQUIPMENT . . .

SCENERY

(20) Screens

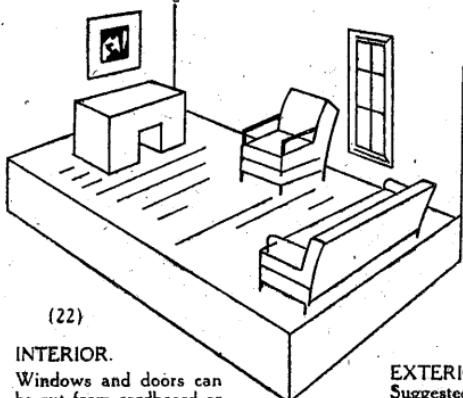


(21) Painted curtains.

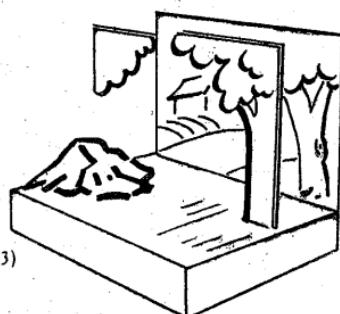


SUGGESTIONS FOR IMPROVISING STAGES, CURTAINS,
SCENERY, ELECTRICAL EQUIPMENT

SET PIECES



(22)



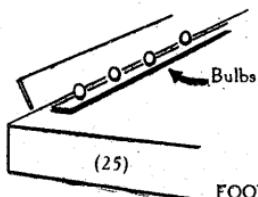
(23)

INTERIOR.

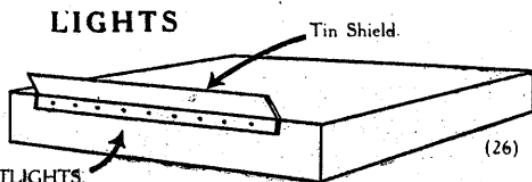
Windows and doors can be cut from cardboard or cloth, etc., and pinned to background.

EXTERIOR.

Suggested tree shapes can be cut from cardboard, canvas, wood, etc., and hung from ceiling. Rock piles are suggested by draping grey British blanket over upturned chairs.



(25)



(26)

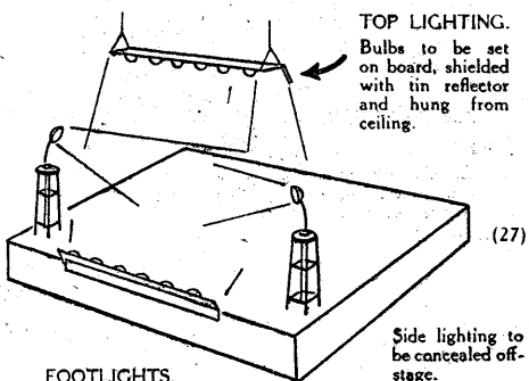
FOOTLIGHTS.



SIDE LIGHTING

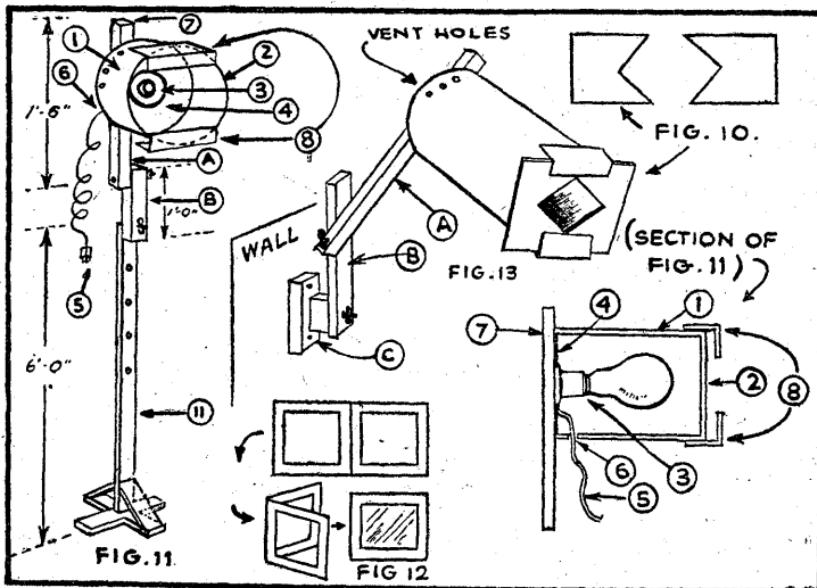
Ordinary desk lamp placed on high stool, etc., and used as a spot.

(28)



(27)

Side lighting to be concealed off-stage.



ARMY PRODUCERS CAN MAKE THEIR OWN "SPOTS."

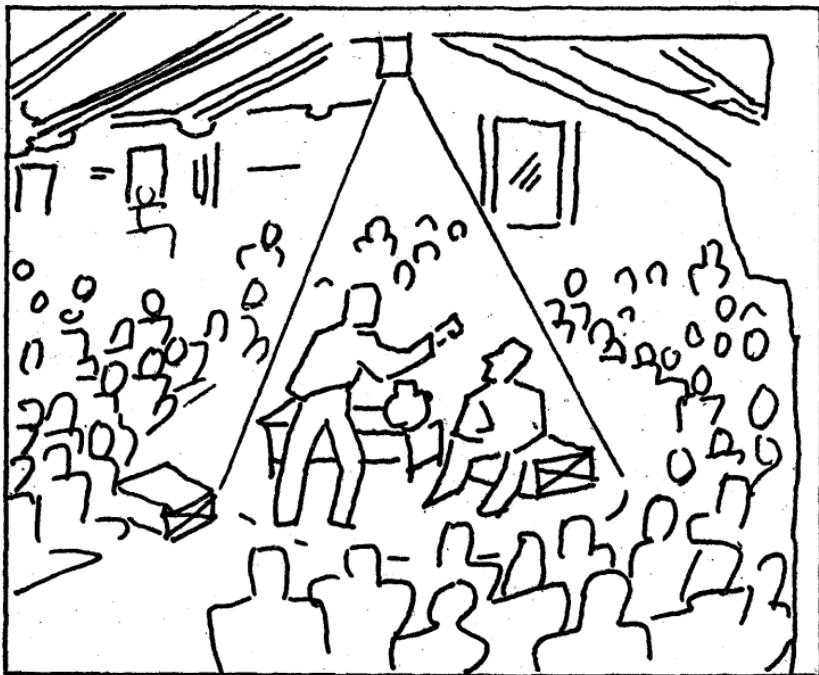
Enterprising soldiers, handy with tools, can make stage spot-lights for unit shows by following the diagram above. A tomato, spam, or other large-sized can is the main raw material.

Here we go: take a can (1) 6in. to 10in. in diameter, 8in. to 16in. in length, leaving one end (2) open. Mount a light socket (3) to rear or bottom of can (4). Connect electric light cord (5) through hole in the side of can (6). The cord should be at least 20ft. long, so that the spotlight can be used on any part of the stage. The cord can be brought to the nearest outlet. Mount the can to a piece of wood 1in. by 2in. by 18in. (7) with either screws or nails. Cut two pieces of tin (8) and mount on can as illustrated. This slide is for the purpose of holding a color frame (12) and the improvised iris (10).

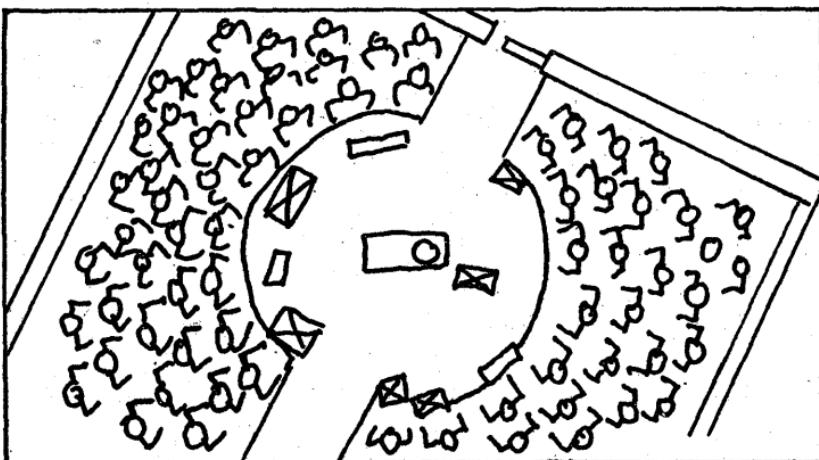
Fig. II shows how to make a floor stand for spot-lights. This method allows complete flexibility for spotting specific areas.

By using the pieces "A" and "B" as shown in fig. 11 and illustrated by fig. 13, and adding the two blocks of wood marked "C" the spotlight can be used for hanging in the front part of the stage or proscenium. Figs 10 and 12 show the method of cutting a piece of cardboard for color gelatine holder and iris, which can be used in front of the spotlight by inserting through slot (8). A 150-watt bulb should be the minimum for efficient use.

CENTER STAGING



PLAN



For soldier-theatraclals the simplest method of presenting a show is through Center Staging—as illustrated—utilizing an ordinary room as a theater, maybe in a barn or derelict building, without any stage facilities. It's good for spot shows, skits, black-outs, comedy quizzes, concerts, or dramatic playlets with small casts, when space, time, and funds are short.

The players simply do their stuff at floor-level in the middle of the audience, aided, in the musical phase, by a piano or accompanying instrumentalist.

Emphasis is on the actor, his movements and script material, plus a really intimate relationship with the audience. Players should be directed to give out to all sections so that everyone gets an equal share of "back." Two aisles must be kept open on opposite corners for entrances and exits.

The Program Director should go through his theatrical script library and select material that can be used in small, thirty to forty minute, "Capsule" revues. The following are running orders of four types of "Capsule" revues, based on material obtained from the theatrical script library and made up of casts requiring from two to six performers:—

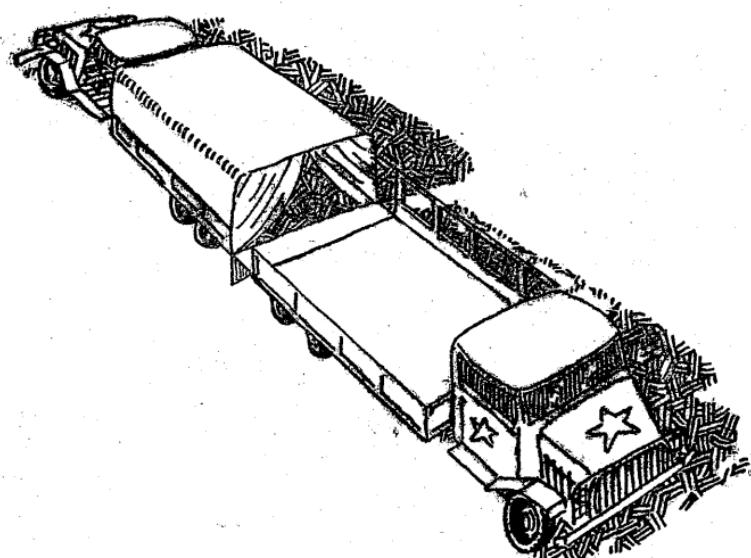
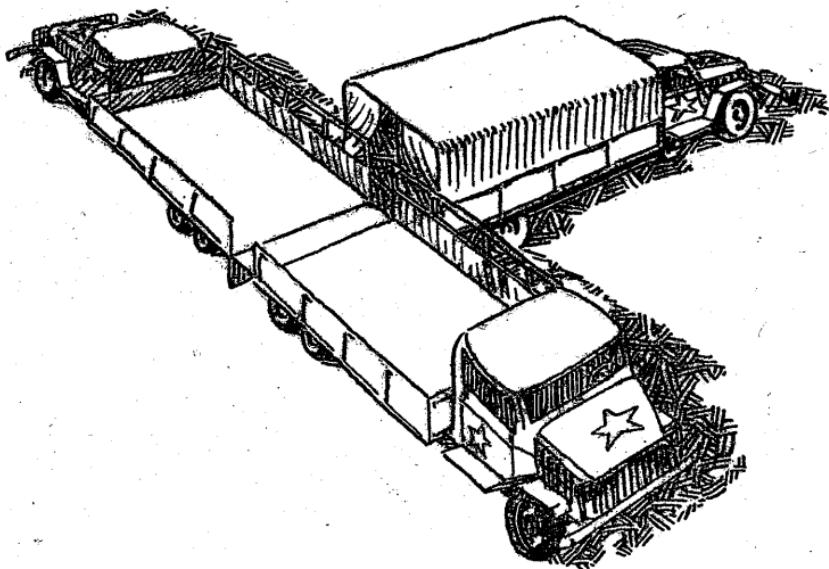
a. 3-6 MAN SHOW (No. 1)

1. *Opening.*
'Old King Cole' (Script No. 3-1)
2. *Audience participation number.*
'Bugle and the Bird' (Script No. 13-2)
3. *Vocal and instrumental speciality.*
Popular tunes.
4. *Skit.*
Abbott and Costello Routine No. 16 (Script No. 2-37)
5. *Finale.*
One Act Play—"Moonshine" (Script No. 5-3)

b. 3-6 MAN SHOW (No. 2)

1. *Opening.*
Mr. Gallagher and Mr. Shean (Script No. 3-5)
2. *Skit.*
Abbott and Costello Baseball Routine (Script No. 2-48)
3. *Instrumental and Vocal Speciality.*
Popular tunes.
4. *Audience participation number.*
Truth and Consequence (Script No. 7-1)
5. *Finale.*
Hats. (Script No. 2-3) (With musical background)

TRUCK STAGES



Reproduced from report by Capt. M. K. Cummings, SSO, 16th Inf. Regt.

c. 3-5 MAN SHOW (No. 3)

1. *Opening*

3-5 man Schnitzel-fritz Band (Casey Jones)

2. *Skit.*

Pants on Backwards (2-47)

3. *Vocal and instrumental number.*

Western or Hill-Billy.

4. *Skit.*

'In the Ozarks' (Script No. 2-23)

5. *Audience participation number.*

'Truth and Consequence' (Script No. 7-1)

6. *Finale.*

Square dance.

d. 2-6 MAN SHOW (No. 4)

1. *Opening.*

"I'm in the ETO." (Script No. 3-4)

2. *Audience participation number.*

'Sergeant Swami' (Script No. 4-1)

3. *Vocal.*

Popular tunes.

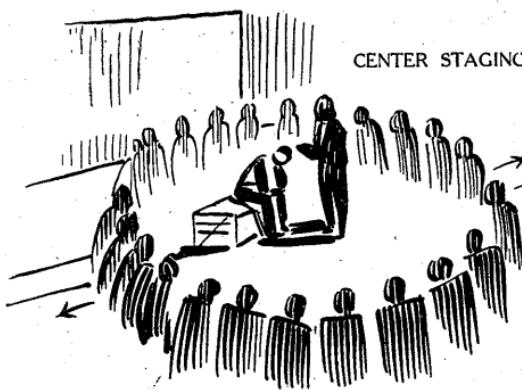
4. *Speciality Act.*

Juggler, Magician, Dancer, Chalk-talk, etc.

5. *Finale.*

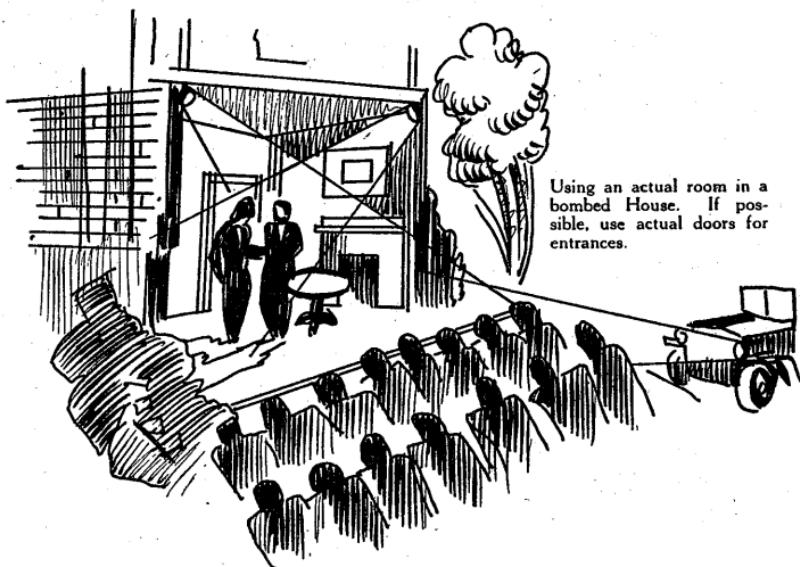
Vocal and community singing—Army Song Kits.

SUGGESTIONS FOR IMPROVISING STAGES



CENTER STAGING

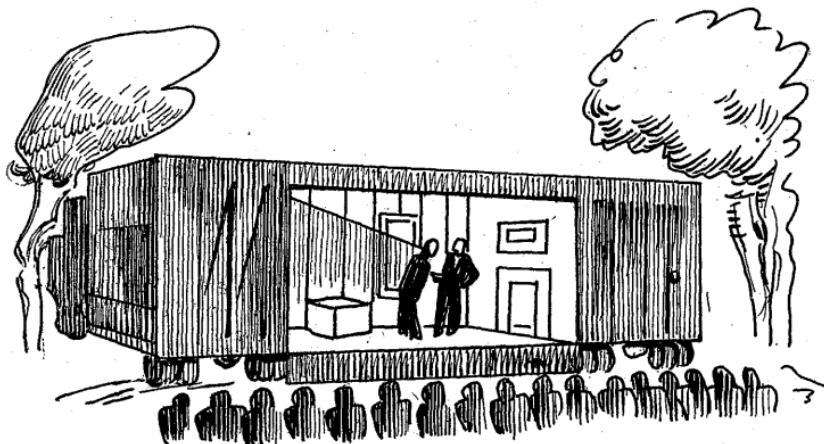
Audience forming a ring around the actors, who are spotlit from above. No scenery is used. Props can be boxes if nothing else is available. Exit paths left open through the audience.



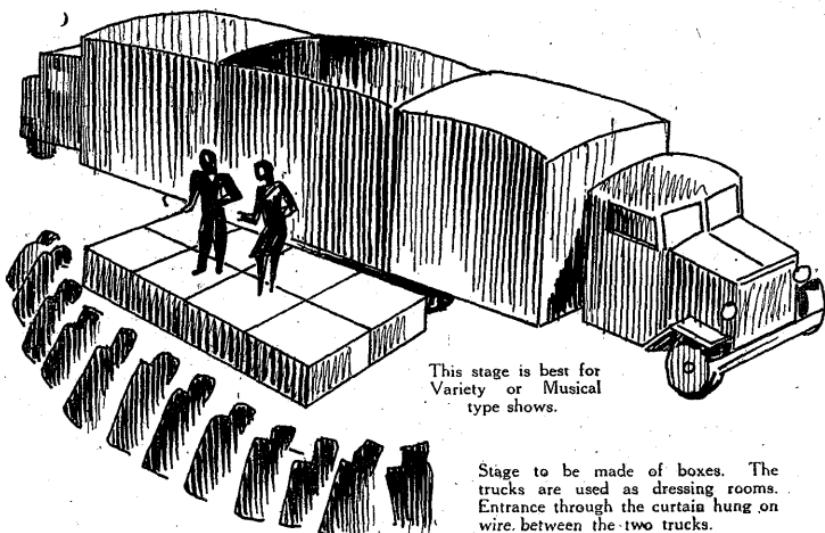
Using an actual room in a bombed House. If possible, use actual doors for entrances.

BLITZ STAGE

SUGGESTIONS FOR IMPROVISING STAGES



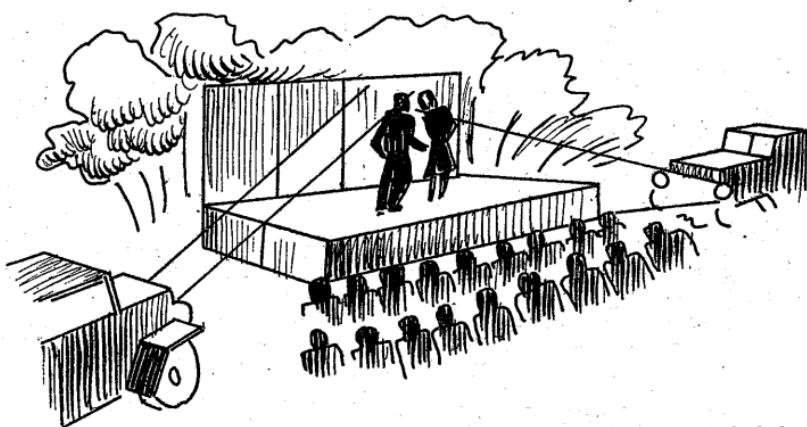
Blankets are used to mask open ends of the trucks and as curtains. Stage to be constructed of boxes. Entrances and exits are made through the backdrop of blankets.



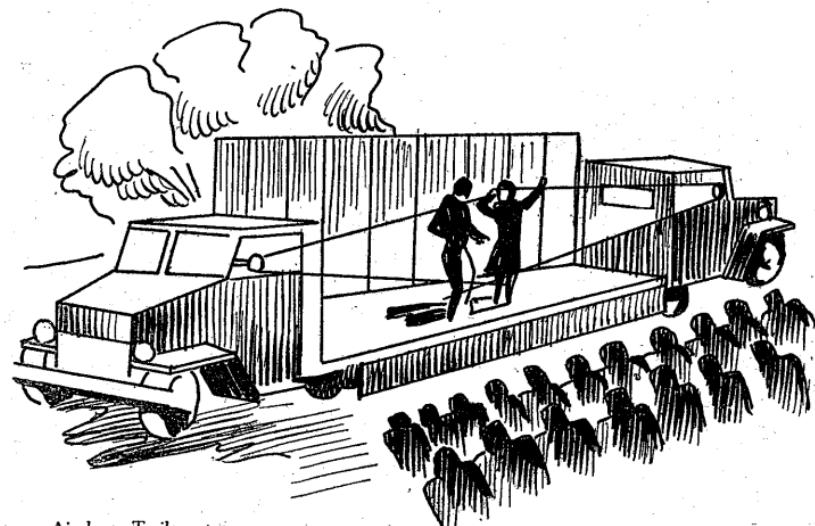
This stage is best for Variety or Musical type shows.

Stage to be made of boxes. The trucks are used as dressing rooms. Entrance through the curtain hung on wire between the two trucks.

SUGGESTIONS FOR IMPROVISING STAGES



Stage set up on slope in terrain backed by trees if possible. Blankets hung on wire with center entrances.



Airplane Trailer stage—
blankets used for backing
on 2" x 4"s—also used to mask wheels.

BRITISH WELCOME CLUBS

Special Service Officers should know of the facilities offered by various British agencies for the establishment of "British Welcome Clubs." The clubs enjoy special privileges from the Ministry of Food with regard to the allocation of supplies, and also can draw small grants from the Ministry of Information for the establishment of premises. The general idea behind them is to provide a location with small games, and something to eat, where the local British residents can meet with members of the American forces and where dances can be held at which members of our forces can meet members of the opposite sex in the community.

The use of these clubs is particularly valuable in areas where other facilities, such as the American Red Cross, are absent. One of the main British agencies in their establishment is the WVS (Women's Voluntary Service), which enjoys a semi-official position and is ready to offer any assistance to members of the United States Forces.

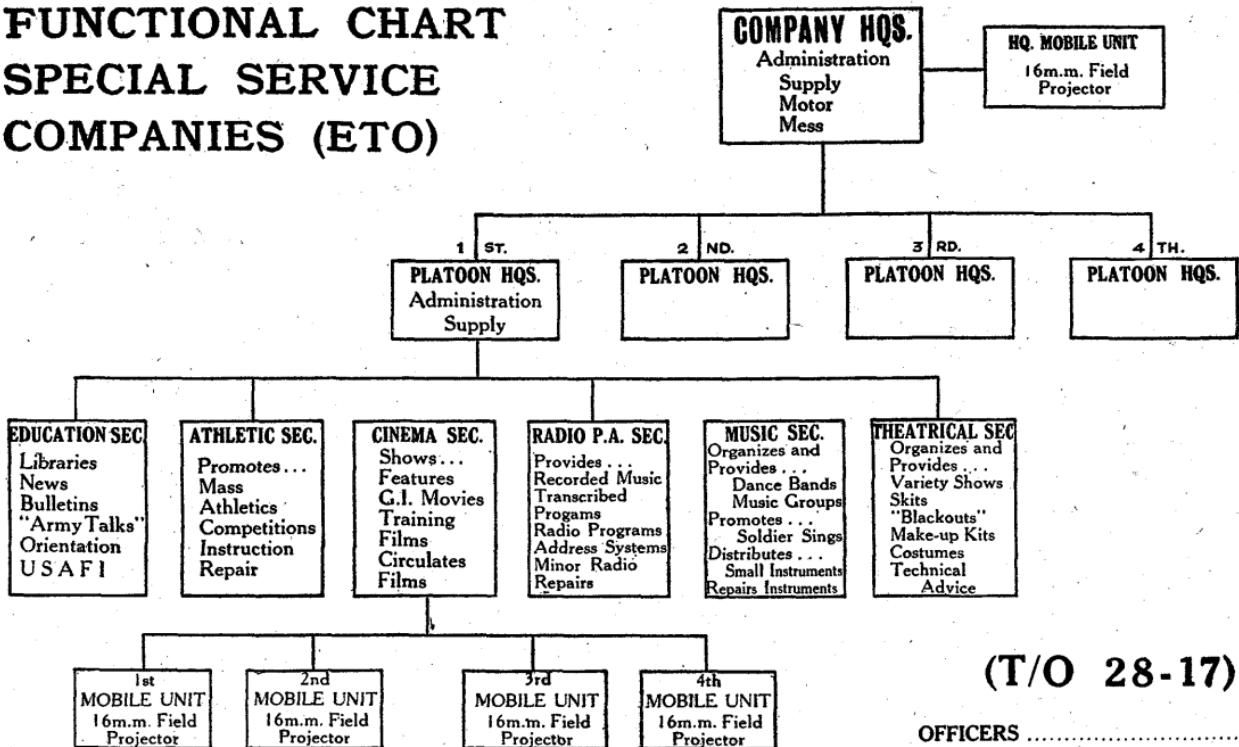
Special Service Officers can get the address of the nearest branch by writing to HQ, WVS, 41, Tothill Street, London, S.W. These clubs are also established through the agency of the English Speaking Union, local authorities such as mayors and town and county clerks, and local hospitality committees. For further information write to Special Service Division, HQ, ETO, APO 887, Attention Facilities Branch.

From Reecap.

BRITISH CIVILIAN AGENCIES COOPERATING IN HOME HOSPITALITY AND ANGLO-AMERICAN RELATIONS

THE ENGLISH-SPEAKING UNION	Branches in most towns of reasonable size. For information write: Mrs. Phyllis C. Biscoe, Secretary The English-Speaking Union Dartmouth House, 37, Charles Street, Berkeley Sq., London, W.1.
MINISTRY OF INFORMATION	Regional offices, whose address can be obtained from local British Welfare Officer, or by writing: Gervase Huxley, Esq., Ministry of Information, Malet St., London, W.C.1.
WOMEN'S VOLUNTARY SERVICES	Branches throughout the UK in almost all towns and villages. For information write: Mrs. E. Dunbar, Overseas Division, Women's Voluntary Services 41, Tothill St., London, S.W.1

FUNCTIONAL CHART SPECIAL SERVICE COMPANIES (ETO)



(T/O 28-17)

OFFICERS 5

ENLISTED MEN 109

GWS/rs.

HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY
SPECIAL SERVICE DIVISION

APO 887

7 Jan. 1944

SUBJECT: Supplementary Training Guide.

TO: Special Service Company Commanders.

1. **MISSION.**—The mission of the Special Service Company (T/O 28-17) is to assist Unit Special Service Officers in organizing and operating their program of athletic, recreational, and educational activities.

2. In order to accomplish this mission 100%, it is necessary that (a) Every man in the Company should:

- (1) Be able to handle several different assignments.
- (2) Be able to operate a motion picture projector.
- (3) Possess an ETO Driver's Permit.

(b) Every Non-Com, in reality, be a Special Service Officer.

3. Complete, efficient service at all times demands that every officer and enlisted man be conscious of the irreplaceable value of the equipment, realizing the necessity of daily maintenance and careful handling when moving.

4. The identity of the Special Service Company will not be lost, and platoons and similar groupings of Special Service Company personnel will always operate under the technical control of the Company Commander who, in turn, is responsible to the Chief of Special Service, Hq SOS, through channels. All special Service Companies in the UK are assigned to SOS.

MOTION PICTURE TECHNICIAN.

1. The mission of the motion picture section is to give the best motion picture service to as many enlisted men as possible. To accomplish this mission the motion picture technicians' duties fall chiefly under the following categories:—

- (a) Proper care and maintenance of equipment and film.
- (b) Efficient operation of equipment.
- (c) Efficient operation of film library.
- (d) Training of other operators.

2. **CARE AND MAINTENANCE—EQUIPMENT.** — Equipment and spare parts are limited and therefore too much emphasis cannot be placed on the proper care and maintenance of those on hand. Each technician should study his equipment, know it thoroughly, and be able to effect minor repairs. Technicians should realize their own limitations and not attempt repairs beyond their abilities. Projectors should be kept properly lubricated (manufacturers' chart) and clean at all times. Before each showing the following routine should be carried out:—

- (a) Wipe off surplus oil.

(b) Clean film channel and film path, including aperture gate and impedance roller (do not use metal or anything that may scratch surfaces. Carbon tetro-chloride may be used if dry cloth is not satisfactory).

(c) Clean lenses with soft dry material.

(d) Remove and clean projector lamp.

(e) Check all tubes, fuses, and photo-electric cells to make sure they are firmly seated, that there are no loose connections.

(f) Check all moving parts for proper operation.

The technician must also understand thoroughly the proper use of generators and transformers and check them before each performance, making sure they are wired correctly and that generators are in proper running order with sufficient fuel.

Technicians should keep a constant check on spare parts and supplies, know source of supply and where major repairs can be made.

3. *FILM*.—Technicians should check film immediately upon receipt, cut out all damaged sprocket holes and remove all oil and dirt. Before despatching film it should be rechecked and restored to good condition. Films should be collected and despatched according to schedule and never be allowed to lay over longer than necessary.

4. *OPERATION*.—Special care should be exercised in the presentation of the show so that the best possible entertainment results. Technicians should do their utmost to present shows on time and make full use of all facilities available. A rehearsal ("tune-up") should precede each show to make sure that electrical supply is suitable, projectors are operating properly, volume and frequency controls are in correct positions, picture is in focus, and there is a sufficient loop above and below the gate. In presenting the show sound should be brought in gradually and turned off as soon as the sound track ends. Projector lamp should be switched off when the picture fades. Showmanship will add to the entertainment of the men, and the technician should make use of all facilities available, such as:—

(a) Turntables to play suitable music before and after shows, and during intermissions (fade in and out).

(b) Placing screen high enough for all to see picture.

(c) Raising projectors to shoot over audience.

(d) Place projectors so that screen is completely filled.

(e) Use black drops around screen or on wall behind screen to kill any overlapping of picture and produce a better effect.

(f) Improve acoustics by use of felt or blankets at each end of hall, particularly behind speakers.

(g) Place speakers near screen (never on floor). If perforated screen is used, place speaker a few inches behind center of screen two-thirds of the way up.

(h) Check seating arrangement. Audience should see picture under comfortable conditions. (Run extra shows if over-crowded).

(i) Announce coming attractions, and see that they are informed by advance posters and notices on bulletin boards.

5. TRAINING OF OTHER OPERATORS.—This is a part of the duties of the technician that must not be overlooked. For the benefit of every soldier in the army it is important that each man who operates a projector be as highly trained as possible. Many organizations have their own projectors but, too frequently, poorly-trained operators result in a short life for the projector and the film. By training these projectionists to do a good job the technician is helping the overall mission of the motion picture section and is helping, also, his own position by improving the condition of the film returned by these organizations. The good technician will also familiarise himself with all types of projectors, so that he can be of service in repairing projectors of other organizations which may not be operating properly, or which may be damaging film.

THEATRICAL TECHNICIAN.

1. The mission of the Theatrical Technician is to promote and produce soldier shows. Entertainment by the soldiers for their fellow camp-mates instills a camp spirit in the performer and audience alike. It is up to the theatrical technician to keep the Special Service Officer and the Unit Commander interested by the infusion of new ideas. He should be imaginative, patient, alert, and, at all times, aggressive and enthusiastic. Also, he must possess or develop ability as an entertainer, director, stage manager, scenery designer and painter, make-up man, and script-writer, all in one. Wherever possible he will assign these duties to personnel in the camp being serviced.

2. SECURING OF TALENT.—

(a) Sell theatricals to the Special Service Officer and the Unit Commander.

(b) Names of men with entertaining ability can be secured from the classification cards, under heading 12.

(c) A Master of Ceremonies, with the P.A. System, recordings, musical kit instruments, and two or three planned variety numbers, has proven successful as a means of obtaining audience participation in impromptu shows, thus building up a talent roster and helping to activate a self-sufficient soldier shows' program.

(d) Bulletin Board notices and notices read at formations. Announcements made preceding motion pictures.

3. PROGRAM:—

(a) Music, dancers, juggling acts, magical acts and skits, singers and other speciality numbers, sometimes preceded by group singing are basically highly acceptable to soldier audiences and performers alike.

(b) The M.C. sets the pace for the entire show and is vital to the success of each part. He should be selected from the troops being serviced, if possible, and have the following attributes

(1) Good voice; (2) Sense of humor, and tempo; (3) Story-telling ability; (4) Natural leadership and showmanship; (5) Ability to handle new and unforeseen happenings in show.

(c) A steady diet of the same kind of entertainment will soon bore all concerned and decrease the interest of the men in general. One type of show, well done, leads into the production of something a little different. The order of progression will depend upon each group of men and where their interest seems to lead. The following types and type-combinations of camp theatricals are suggested:—Variety shows, floor shows “for dancers,” minstrel shows, one-act plays, amateur night, Quiz contests, “Kangaroo-Court,” shadow plays, handies, charades, liars’ contest.

4. A number of theatrical technicians have been very successful in arranging exchange of shows between camps, and, where the camps are adjacent to towns and villages, exchanging soldier shows for civilian shows.

It is recommended that in order to avoid any embarrassment both to the performers and the soldiers, the theatrical technician witness the civilian shows before presenting them in the camps.

5. *Materials.*—One-act plays, sketches, black-outs, quiz programs, minstrel shows, etc., can be requisitioned through the various base sections to Special Service Division Hq SOS, APO 887.

MUSIC TECHNICIAN.

1. Every camp has men who can play some musical instrument, or sing. It is the mission of the Music Technician to promote opportunities for these men to entertain themselves and their fellow-soldiers. He organizes quartets, glee clubs, and develops song leaders. Contingent upon instruments available, he organizes camp orchestras and novelty bands. Once the group is organized one of the members develops as the natural leader.

2. The Music Technician must be able to play, with ability, one instrument, preferably the piano. He should understand the use of the instruction books and assist the men in learning how to play the instruments in “D” kit, particularly the harmonica, tonette, and ocarina. He should be able to lead a soldier “sing,” and develop camp song leaders. He should know how to use the repair kit and repair parts in the “D” kit to repair most of the instruments in the kit.

3. It is essential that the Music Technician and the Theatrical Technician work together closely in the developing and promoting of soldier entertainment.

LIBRARY TECHNICIAN.

The primary mission of the Library Technician is to see that men in the units serviced by the platoon have an adequate supply of appropriate reading materials. In addition, it is expected that the Library Technician will assist, both within his own Special Service Company and in the units serviced, in the promotion of all educational activities.

2. Duties of Library Technician:—

(a) Distribution and rotation of library books and other reading materials among units in areas serviced.

(b) Counsel and assistance to officers and men regarding policy and procedures in all matters pertaining to educational activities.

(c) Inspection of orderly rooms, day-rooms, libraries and Red Cross Clubs, with respect to availability of books, magazines, *The Stars and Stripes*, *Yank*, *Army Talks*, *Newsmap*, and other educational materials.

(d) Conducting group meetings of enlisted personnel in units for the purpose of training discussion leaders.

(e) Training of enlisted personnel of Special Service Companies in all matters relating to Army Education Program. (Each man in the Company should be informed about the whole range of Special Service Activities in order to be of the greatest assistance to officers and men in units served).

ATHLETIC TECHNICIAN.

1. The mission of the Athletic Technician is to promote a well-balanced athletic program that will keep the soldier physically fit and mentally alert, and develop the competitive spirit within and between the camps.

2. Duties of Athletic Technician are:—

(a) Be familiar with the basic rules of all sports and be able to play, coach, officiate at most of these sports.

(b) Make a survey of athletic facilities within his area and work with the Unit Special Service Officers in the use of these facilities.

(c) Promote tournaments in the camps, with play-offs for area championships.

(d) Assist Unit SS Officers when called upon to lay-out athletic fields, courts, etc.

(e) Conduct continuous educational program as to proper handling and maintenance of athletic equipment. Use the repair kit in the "A-1" to maintain and make equipment repairs.

(f) Organize daily exercise period for men in his platoon.

DUPPLICATING MACHINE OPERATION.

1. The mission of the Duplicating Machine Operator is to publicize effectively Special Service activities. The success of the Special Service is measured by the number of participants and spectator attendance. Weekly bulletins listing the Special Service activities and neat, cleverly illustrated announcements of events to come are effective if wisely distributed and posted. Mentioning the names of the people participating pleases the performers, encourages new talent, new ideas, and personalizes the bulletin.

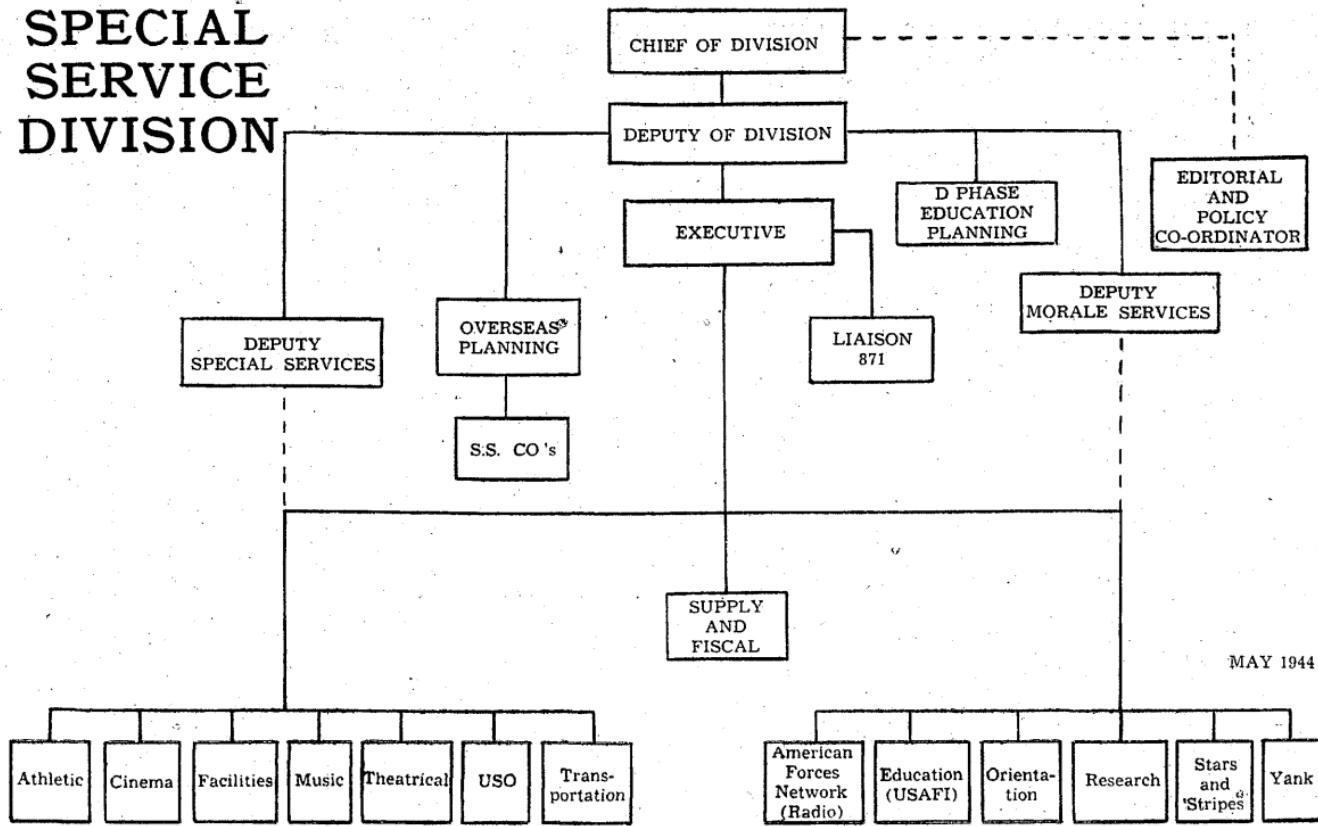
2. Duties of the Duplicating Machine Operator are:

(a) Daily maintenance of equipment.

(b) Screen all requests as to value of material and number of copies.

SPECIAL SERVICE DIVISION

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(c) Submit approved request to platoon commander for final approval before running off on the stencil.

(d) Maintain efficient distribution and posting of bulletins.

Camp newspapers are not authorized in the ETO. The Stars and Stripes and Yank are the official Army publications.

SUMMARY.

The preceding material has stressed the importance of every man in the company knowing his job thoroughly. It has emphasised that every man in the company should be able to handle several assignments; be able to operate a motion picture projector; possess an ETO Driver's Permit, and realize the necessity of efficient maintenance and handling of equipment.

Also of equal importance is "improvising." Improvisation must play a big role in carrying out the Special Service program in ETO. Every man in the company must develop the ability to improvise and constantly be exercising this ability with the work of his own section. In turn, the technician encourages and assists the Unit Special Service Officer in improvising.

FOR THE CHIEF OF SPECIAL SERVICE

EDWARD G. HUEY,

Major, Inf.

Executive Officer.

SOME SPECIAL SERVICE DIVISION REFERENCES.

1. FM 101-5 (Par. 39 3/4)
 2. MR 1-10
 3. Regimental Special Service Officers Guide
(tentative) 1 July 1942.
 4. FM 28-105
 5. TM 21-220
 6. TM 21-205
 7. Hq SOS, Cir. No. 63, 23 Nov 1943 (Par. 5b (7))
 8. Services of Supply—Organization Manual,
15 Feb 1943, WD. Section 302.05
-

FM 101-5

39-3/4. SPECIAL SERVICE OFFICER.—*a.* Adviser to the commander and staff in matters pertaining to morale, welfare, recreation, nonmilitary education, orientation, and information.

b. Stimulation and coordination of factors enumerated in *a* above.

c. Development of those activities not specifically assigned other staff officers which promote good morale and combat unfavorable morale.

d. Coordination, under direction of the commander, with civilians and civilian agencies on matters relative to recreation and welfare of troops.

e. Recommendations to commanders concerning expenditures from "Welfare of Enlisted Men, Army" funds, or other funds available for the welfare and recreation of enlisted men.

(A.G. 062.11 (5-26-42).) (C 3, July 27, 1942.)

COPY.

WAR DEPARTMENT.

Circular 261.

Washington 25, D.C. 20 October 1943.

Section

TABLE OF ORGANIZATION—Special service personnel .. 1
UNIT—Orientation officer, function and duty 11

1. TABLE OF ORGANIZATION. 1. Section II, Circular No. 199, War Department, 1942 as amended by section III, Circular No. 229, and section IV, Circular No. 303, War Department, 1942, is rescinded.

2. The current policy relative to the authorization of special service personnel in tables of organizations and tactical units is announced in the following War Department publications:

a. Letter (A.G. 320.3 (16 Sept 43) OB-I-WDGCT-M), The Adjutant General's Office, 21 September 1943.

b. Memorandum No. W310-9-43, 22 March 1943, as amended.
(A.G.320.3 (9 Oct. 43).1

II. UNIT. 1. In order to accomplish the objectives and intent of MR1-10, 5 March 1943, relating to the responsibility of all commanders for the morale and state of mind of their command. Tables of Organization of regiments and equivalent units have been changed to include an orientation officer in the grade of captain (see letter (A.G.320.3 (16 Sept. 43) OB-I-WDGCT-M), 21 September 43).

2. Pending publication of changes to FM 101-5, 19 August 1940, the following will govern:

a. Mission.—To create and maintain in every officer and enlisted man a feeling of individual responsibility for participation in the war and to strengthen his efficiency as a soldier by increasing his understanding as to why we fight, keeping him informed as to the course of the war and news of the world, and giving him an opportunity to add to his effectiveness through off-duty individual or group study.

b. Duties.

(1) General.—To study and report through staff channels to the commanding officer on training conditions affecting morale within the command.

(2) Orientation.

(a) To conduct the training program known as the Army Orientation Course.

(b) To obtain, through channels from higher echelons, such definitions of the military mission as are related to orientation.

(c) To assist in or conduct for unit commanders the instruction, guidance, and preparation of material for use in orientation meetings and other related activities.

- (d) To maintain a current orientation center or centers containing files and library material relating to the subject matter of orientation.
 - (e) To provide material relating to orientation to camp or unit newspapers.
 - (f) To maintain liaison with other staff officers on matters affecting morale.
 - (g) To arrange for and present lectures and motion picture showings relative to orientation.
 - (h) To obtain materials for and disseminate news summaries.
 - (i) To organize and provide for conducting, or conduct, orientation meetings for staff officers.
- (2) Information.
- (a) To arrange that the information services and facilities made available by the War Department are used to the fullest extent.
 - (b) To supervise and cooperate in the publication of unit newspapers and utilization of camp newspaper service and Army News Service.
 - (c) To supervise the operation of radio, public address and carrier installations, utilizing War Department radio transcriptions, Army News Service, and special programs.
 - (d) To arrange the showing of information films in compliance with War Department directives.
 - (e) To arrange proper distribution of guides to foreign countries, pamphlets relating to orientation, and similar material.
 - (f) To arrange circulation and display of orientation posters.
- (3) Education.
- (a) To arrange educational program available to personnel in off-duty time and to obtain instructors.
 - (b) To facilitate the enrollment of personnel in the program offered by the United States Armed Forces Institute, and to give publicity within the command to the Institute program, including instruction by correspondence and through self-teaching materials, and arrangements for academic credit with high schools and colleges.
 - (c) To arrange for the regular showing of "GI movies."
- (c) Qualifications.
- (1) The orientation officer will be selected on the basis of his interest in presenting the justice of the cause for which we fight. He will be well acquainted with the facts concerning the causes, issues, and course of the war.

- (2) He will preferably be a college graduate and possess the ability to present his views clearly and convincingly.
- (3) Whenever practicable, he will be selected from among the officers already assigned to the unit or organization in which he will serve. Experience as a company commander is especially desirable.

(A.G.320.3 (30 Sep 43).

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,

Chief of Staff.

Official:

J. A. ULIO,
Major General,

The Adjutant General.

Hq SOS USAPP 11-43/9M/17722

RESTRICTED
EXTRACT

Circular,

No, 287

WAR DEPARTMENT

Washington 25, D.C. 8 Nov. 1943

UNIT—Athletic and Recreation Officer III

III—UNIT—1. In order to accomplish the objective and intent of MR. 1-10, 5 March 1943, relating to the responsibility of all commanders for the morale of their command, Tables of Organizations of regiments and equivalent units have been changed to include a Special Service Officer, with the designation Athletic and Recreation Officer (see letter A.G. 320.3 (16 Sept. 1943) OB-1-WDGCT-M, 21 September 1943, as amended by letters 8 October 1943 and 22 October 1943, same class and subject).

2. Pending publication of changes to FM 101-5, 19 August 1940, the following will govern:

a. Mission.—To increase the military effectiveness of officers and enlisted men through planned programs of physical training, athletics, recreation, and welfare activities.

b. Duties.

(1) General.—To study and report through staff channels to commanding officers on conditions and facilities affecting athletic, recreation, and welfare activities.

(2) Athletics.

(a) To maintain liaison with other staff officers on matters pertaining to physical fitness.

(b) To assist in the proper development and execution of a unit physical fitness program.

(c) To organize and coordinate athletic activities within regiments or equivalent units.

(d) To plan and develop athletic fields and insure their maximum use.

(e) To secure and maintain athletic equipment and to provide for its most equitable distribution.

(3) Recreation.

(a) To stimulate interest in and supervise production of soldier shows, and to distribute materials provided by the War Department for this purpose.

(b) To encourage soldier participation in off-duty music activities both vocal and instrumental, and to distribute materials provided by the War Department, for this purpose.

(c) To insure the maximum use of available recreational facilities, obtain through channels such funds and equipment authorized by the War Department relative thereto, and to maintain an accurate accounting of all appurtenances purchased for use therein.

(d) To assist in providing facilities and equipment for off-duty participation of soldiers in hobbies and handicrafts.

(4) Welfare.—To serve as consultant in welfare matters which involve the Red Cross, USO, Federal Security Agency, and other Federal and local welfare agencies outside the War Department.

c. Qualifications.—The Athletic and Recreation Officer will have—

(1) Actively participated in athletics or have had experience in coaching or physical education.

(2) The necessary cultural and educational background to equip him for the supervision and encouragement of entertainment and musical programs.

(3) Initiative, organizational ability, and a thorough understanding of and sympathy with the welfare problems of enlisted personnel.

-RESTRICTED

SOURCE OF MATERIAL FOR ATHLETIC AND RECREATION OFFICERS.

1. FM 21-20—Physical Training.
2. TM 21-205—Special Service Officer.
3. TM 21-220—Sports and Games.
4. WDTC No. 287—8/11/43—Athletic and Recreation Officer.
5. WDTC No. 27—8/11/42—Physical Training.
6. Books that may be requisitioned through Special Service Division.
 - (a) Sports for Recreation—Mitchell.
 - (b) Sports and Games—Kieth.
 - (c) Games—Bancroft.
 - (d) The Barnes Dollar Sports Library—Volley Ball, Basketball, Boxing, Wrestling, Swimming, Track and Field.

RESTRICTED
HEADQUARTERS RPF/WWR/ebe
EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY

AG 320.5 MGC

4 October 1943

SUBJECT: Special Service Officers in Tables of Organization
of Regiments.

TO: Commanding Generals:

SOS, ETOUSA,
Eighth Air Force,
First Army,
V Corps,
Iceland Base Command.

Commanding Officers:

European Wing, Air Transport Command,
24th Army Airways Communications
Squadron,
U.S. Assault Training Center, ETOUSA,
American School Center,
Special Troops, ETOUSA.

War Department AGO letter AG 320.3 (16 Sep 43)
OB-1-WDGCT-M, dated 21 September 1943, subject as above, is
quoted for your information and guidance:

- “1. Reference is made to memorandum of the Chief of Staff,
U.S. Army, dated 3 September 1943, file WDGSA 330.14 (3 Sep 43),
no subject.
2. Pending publication of changes in tables of organization, you
are authorized to provide special service officers for units and
installations under your control in accordance with the attached
copy of letter, this office, AG 320.3 (16 Sep 43) OB-1-WDGCT-M,
21 September 1943, subject as above. This authority will not be
used for promotion of officers. Requisitions may be submitted for
additional officers for table of organization units if you do not have
properly qualified officers available. There may be some delay in
filling these requisitions with qualified officers. Requests for
increase in allotments of officers for this purpose will be submitted
to the War Department with justification therefor.”

By command of Lieutenant General DEVERS:

1 Incl:

Incl: 1, WD AGO letter, AG 320.3
(16 Sep 43) OB-1-WDGCT-M-
dated 21 September 1943.

RICHARD P. FISK

Lt. Colonel, A.G.D.
Assistant Adjutant General

C O P Y

R E S T R I C T E D
W A R D E P A R T M E N T

The Adjutant General's Office
Washington, 25, D.C.

AG 320.3 (16 Sep 43)
OB-1-WDGCT-M

21 September 1943

S U B J E C T : Special Service Officers in Tables of Organization
of Regiments.

T O . C o m m a n d i n g G e n e r a l s ,
 A r m y G r o u n d F o r c e s
 A r m y A i r F o r c e s
 A r m y S e r v i c e F o r c e s

1. Reference is made to memorandum of the Chief of Staff, U.S. Army, dated 3 September 1943, file WDGSA 330.14 (3 Sep 43), no subject.

2. In order to effectuate the necessary changes in tables of organization of regiments and equivalent organizations the following instructions will govern:

a. Groups and Headquarters Division Artillery will be considered as equivalent to regiments.

b. One special service officer, branch immaterial, in the grade of 1st lieutenant will be included in each regiment or equivalent unit as assistant S-1 with notation under the "Remarks" column—"Assistant S-1, athletic and recreation officer." Where there is no S-1 provided by table of organization, this officer will be included as an assistant to the officer provided in c. below.

c. One special service officer, branch immaterial, in the grade of captain will be included in each regiment or equivalent unit as assistant S-3 with notation under the "Remarks" column—"Assistant S-3, orientation officer."

d. One special service officer, branch immaterial, in the grade of captain will be included in the headquarters of the Armored Division, in addition to the four special service officers presently provided, with notation under the "Remarks" column—"Divisional orientation officer."

e. (1) Allotments for post, camps and stations having a troop population of 2,000 or more not included in table of organization units (AR 310-60) will include not less than two (2) special service officers, branch immaterial. One will be designated as athletic and recreation officer and be in the grade of not less than 1st lieutenant. The other will be designated as orientation officer and be in the grade of not less than captain. In case the number of troops is too large for the efficient functioning of these officers, the number may be increased, with commensurate distribution of ranks, as considered appropriate by the responsible commander

controlling the allotment to the particular activity concerned.

- (2) In posts, camps and stations having a troop population of less than 2,000 not included in table of organization units, one officer will be designated by the post commander as special service officer in addition to other duties.
3. Officers now in the grade of captain and assigned to regiments, groups and station complements as special service officers who are qualified as athletic and recreation officers may be assigned to the new position provided for such officers and carried as surplus in grade until absorbed by normal attrition. No such officer will be relieved or reassigned solely because his grade is in excess of current authorization.
4. The Commanding General, Army Service Forces, will prepare and submit to the Assistant Chief of Staff, G-1, WDGS, the necessary changes to army regulations, field and technical manuals and War Department memoranda to incorporate these changes in organization and carry out the provisions of referenced directive as to functions of officers. Strict observance will be given to following sound staff procedure and established channels of command in the conduct of special service activities.

5. Changes in tables of organization and allotments and publications required by paragraph 4 above will be accomplished at an early date.

By order of the Secretary of War:

/s/ D. T. Sapp,
Adjutant General.

RESTRICTED
HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS

APO 871

AG 330.11 (15 Jul 1943) PGA

15 Jul 1943

SUBJECT: Information as to Troop Morale and Opinions.

TO: Commanding General, Eighth Air Force
Commanding General, V Corps
Commanding General, 29th Infantry Division
Commander, European Wing, Air Transport Command
Commandant, American School Center
Base Section Commanders, SOS, ETO
Headquarters Commandant, SOS, ETO

1. The Research Section, Office of the Chief of Administration, this headquarters, has been established to provide the major commands in the theater with accurate information on the status

of troop morale and adjustment. The statistical services to be provided by the Section will be separate and distinct in function from all other theater statistical services.

2. Low morale impairs Army efficiency and wastes manpower. The manpower which would otherwise thus be lost may be increasingly retained in effective use as accurate information on the status of morale and the factors responsible for its elevation and depression is made known. Commanders, when they know precisely how their functions and activities affect the soldier, can more soundly guide their future policy determination. The means for securing this information now exists in well-established survey of opinion techniques.

3. The Research Section can collect information and make reports on:

a. *Status of Troop Morale*. This can be done by periodic planning surveys designed to measure morale and to keep abreast of troop thinking. Planning surveys can make information available on:

- (1) The amount of interest and effort men are exerting to achieve the Army goal.
- (2) The factors which lessen interest and effort.
- (3) The different ways of handling these factors in the various units and the relative effectiveness of each in promoting high morale.
- (4) The effectiveness of programs instituted to better morale in the Army.

b. *Troop Reactions and Opinions, Potential or Actual, with respect to Policies, Events, and Conditions*: This can be done by special surveys designed to study in detail any subject, either of general interest or of local and limited interest. Special surveys, for example, can make available information on:

- (1) Anglo-American relations.
- (2) Opinions on various means of soldier savings.
- (3) Matters peculiar to special groups, such as SOS personnel, negro troops, NCO's, air combat crews, rangers, etc.
- (4) Attitudes toward our enemies, allies, the war, the home front and post-war problems.
- (5) Soldier problems incident to combat and preparation for combat.
- (6) Attitudes toward the various aspects of Army life, such as food, clothing, shelter, medical care, etc.
- (7) Troop reactions to new policies and programs, such as leave policy, the educational program, military, technical and physical training programs, etc.
- (8) Job satisfaction.

c. *Troop Habits*. Information on this subject can be obtained either by surveys or by reports from units through channels.

Examples of such studies are:

- (1) Amount of pay retained by troops.
- (2) Use of Red Cross Clubs.
- (3) Radio listening habits.

4. The Research Section collects information directly from the soldiers themselves under conditions of friendly anonymity. A representative cross-section of soldiers from a number of stations write their answers to carefully-tested questions. This assures frank, honest, responses and permits, through statistical analysis, an accurate over-all picture of soldier thinking on the subject.

5. The services of the Research Section are available to all major organizations and staff sections in the theater. Recommendations for surveys on any matters relating to soldier opinion will be addressed to the Commanding General, SOS, ETO.

By order of the Theater Commander:

S/- C. R. LANDON,
Colonel, A.G.D.
Adjutant General.

RESTRICTED

**EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY**

RPF/RFB/sb
APO 887

AG 352/2 OpGA

27 April 1944

SUBJECT: Short Courses at Oxford and Cambridge Universities.

TO: Commanding Generals:

First US Army Group
US Strategic Air Forces in Europe
Each Army, ETOUSA
Base Section Commanders, SOS, ETOUSA

1. *Oxford University:* A continuous series of weekly courses will be given at Oxford University for American military personnel on leave and furlough. The courses will start on Mondays at 1600 hours and continue through the following Saturdays at 1200 hours. The series will begin on Monday, 15 May 1944.

2. *Cambridge University:* Cambridge University has announced a series of short courses for US Army personnel on leave or furlough. The courses will begin on Mondays at 1600 hours and continue through the following Saturdays at 1200 hours. The opening dates are 22 May 1944; 5 June 1944; 10 and 24 July 1944; 7 August 1944.

3. Each course will survey a wide range of problems of a general nature. Outstanding men of the Universities will lecture on the classics, economics, law, politics, religion, and science. The courses are open to ANC and WAC personnel.

4. Who may apply:

- a. Members of air crew eligible for leave or furlough.
 - b. Members of all forces in US Army hospitals who are in convalescent and rehabilitation stages and for whom attendance at such courses would be a part of the individual's rehabilitation, upon approval of the hospital commander concerned.
 - c. Individual cases as may be approved by an officer of the rank of Major General. This authority will not be delegated.
- 5. How to make application:** Applications will be made direct to the Chief of Special Service, Hq, ETOUSA, APO 887. The only indorsement required will be from the officer authorised to grant required leave or furlough to the applicant, and will state that the applicant is eligible for the necessary leave or furlough and will be granted same to attend the course. Each applicant will state his army serial number in the application.

6. Successful applicants will be notified by the Chief of Special Service, Hq ETOUSA, and will be given specific instructions at that time. Persons selected for a course must attend unless military necessity prevents. A successful applicant finding himself unable to attend will immediately notify the Chief of Special Service, Hq ETOUSA, by telegraph or telephone, (ETOUSA, Ext 1122).

7. The fee for each course will be £3 12s for officers and £1 12s for enlisted men, and will cover both billets and mess while attending the course.

By command of General EISENHOWER:

RICHARD P. FISK,

Lt. Colonel, A.G.O.,

Assistant Adjutant General.

HEADQUARTERS
EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY

AG 350.03-MGC

17 March 1943

SUBJECT: Foreign Language Study.

TO: The Commanding Generals:

Eighth Air Force

SOS, ETOUSA

V Corps

Iceland Base Command

1. Authority is granted for selected officers and NCO's in this théâtre to study foreign languages at government expense. The purpose of such instruction will not be for the cultural training of any individual, but designed to increase his value to the military service. To this end, free instruction will be granted only to those individuals who, in the *performance of duty* will have occasion to use it.

2. Instruction will be on a voluntary basis and subject to the following conditions:

a. Due to time factors, instruction will be limited to individuals with some knowledge of the language. Beginners will not be considered, except in special cases.

b. In general, instruction to enlisted men is not encouraged, except for intelligence personnel and combat crews of planes.

c. Classes or individual instruction must be at times which do not interfere with normal duties. Individual instruction (by tutors, who must be fully qualified) will only be authorized for specially selected officers. The cost for tutors, for individual instruction, will not exceed (8) shillings per hour.

d. Requests for instruction must be approved by division, base section, or equivalent commanders.

e. For security reasons, instructors must be engaged from an approved list, prepared by G-2 of respective commands.

f. In the interest of economy, if the number of applicants warrant, commanders should give consideration to hiring instructors on a full-time basis, or making use of local educational facilities. That is, instructors should be paid a salary rather than by the hour or by the lesson.

3. Applications should contain the following data:

a. Language to be studied.

b. Type of instruction desired, i.e., private tutor or group class.

c. Previous instruction (in same language).

d. A statement of the position held by applicant and of what benefit may be expected to the government.

4. The Special Service Section of your headquarters should be charged with the supervision and conduct of language training. That section should secure lists of suitable instructors, arrange classes, handle details of payment for lessons and prepare monthly reports of proficiency on all individuals. It should also be responsible for deciding when proficiency reaches the point when classes and instruction to individuals is to be discontinued.

5. Upon completion of a course of instruction, a report of proficiency attained will be obtained from the instructor by the Special Service Officer, who will forward it to the G-2 and G-3 of respective commands for notation, after which it will be placed in the 201 file of the individual.

6. Funds to cover cost of foreign language study are properly chargeable to Supplies and Transportation, 1942-3. Procurement authority FD G-A5 P541-07 A 0502-23.

* * * *

By command of Lieutenant General ANDREWS:

s/Richard P. Fisk,
Major, AGD,
Assistant Adjutant General

C O P Y

HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS

APO 871

AG 350.02 (25 Jun 1943) PGA

25 Jun 1943

Subject: Advanced Study of Foreign Languages.

To: Base Section Commanders, SOS, ETO
Headquarters Commandant, SOS, ETO

* * * * *

The following procedures are announced for the SOS with respect to the procurement of instructors and the administration of the advanced study of foreign languages in accordance with the provisions of such letter: (Letter HQ, ETOUSA, 17 Mar. 1943, AG 350, O3-MGC).

- a. *Procurement of Instructors.* (1) Your respective Special Service Officers, in co-operation with the unit commanders and the local Special Service Officers, will obtain the names of all available instructors in your respective commands, together with any necessary information regarding their ability, character and general desirability, and submit a recommended list of such names, with supporting data, to this headquarters for approval.
(2) The Chief, Training and Security Division, this headquarters, will cause any necessary additional investigations to be made, following which the names of the approved instructors will be furnished to you by this headquarters.
(3) Each of you will, in turn, make available to the unit commanders and the local Special Service officers the names of the instructors approved by this headquarters.
- b. *Applications for Instruction.* (1) Applications for instruction made by individuals under the jurisdiction of a Base Section Commander will be submitted, through channels, to such Base Section Commander for approval.
(2) Applications for instruction made by individuals under the jurisdiction of the Headquarters Commandant will be submitted, through channels, to this headquarters for approval.
- c. *Supervision.* Your respective Special Service Officers, under the supervision of the Chief of Special Service, this headquarters, will be charged with the supervision and conduct of language training within your respective commands. Each such officer will secure lists of suitable instructors, arrange classes, handle the details of payment for lessons and prepare the reports called for by subparagraph d. below. Each such officer will also be responsible for deciding when proficiency reaches the point at which classes and instruction to individuals are to be discontinued.

- d. **Reports.** Your respective Special Service Officers will each submit a monthly, consolidated report direct to the Chief of Special Service, this headquarters, containing an alphabetical list of all military personnel receiving instruction in accordance herewith, with appropriate indication, as to each, of his branch of service, organization or unit, proficiency rating in the language being studied (Unsatisfactory, Satisfactory, Very Satisfactory, Excellent, Superior, Unknown), and type of instruction (class or tutor).

By command of Major General LEE:

/s/ PETER PETERS,
Major, A.G.D.
Assistant Adjutant General.

HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS

APO 871

AG 353.8 MGA

25 Jul 1943

SUBJECT: USO Camp Shows.

To: Base Section Commanders, SOS, ETO.

Headquarters Commandant, SOS, ETO.

1. Present in the Theater and operating in coordination with the Chief of Special Service, this headquarters, are USO Camp Shows theatrical units available for performances at installations. These shows are allotted to base sections for definite periods of time, based upon the availability of shows and the requirements of the base section concerned. Other than in exceptional circumstances, booking will be so arranged that a USO show will be presented at each camp, post, station or activity once each two weeks.

2. Base Section Special Service Officers are charged with the responsibility of scheduling appearances, providing adequate transportation facilities, and arranging for meals, billets, and the other administrative and technical details for each show troupe. Located within each base section are USO Field Supervisors. These individuals are provided with appropriate US Army credentials, and are available for the primary purpose of aiding local Special Service Officers in all matters of necessary coordination.

3. Past experience has revealed the existence of problems and peculiar requirements that will be solved only by the tact, understanding, and consideration of the various Special Service Officers:

a) The artists traveling in the troupes are civilians, British and American, and are guests of the US Army and of the base section concerned. They expect to face hardships and inconveni-

ences, and are willing to accept with a smile any condition that cannot be avoided. However, it is the responsibility of the Special Service Officer concerned to extend to them every effort and consideration in an attempt to make available such comforts and conveniences as will convey to the artists a genuine reaction that their efforts and contributions are appreciated.

b) Upon receiving notification of the assignment of a unit, Base Section Special Service Officers will make reservations for billets immediately. Points of billeting will be so selected that units will normally remain at a billet for a week at a time, and at the same time be within approximately forty miles of the stations and activities where the troupes are playing. Special Service Officers will personally inspect the billets for cleanliness, conveniences, and desirability before the arrival of the artists.

c) In the matter of the arrangement of meals, considerable planning may be necessary in order that the meal schedule may be coordinated with the individual requirements of the artists. In many instances, performers, particularly dancers, cannot eat a heavy meal prior to the performance, and upon their request, light meals will be provided prior to the show, and a full dinner arranged for after the performance.

d) Normally, at each point of showing, complete separate dressing rooms will be provided for male and female artists. Heat in the dressing rooms may be necessary, and hot water is required for the removal of makeup.

e) The military personnel accompanying the troupes are an integral part of the show, and will normally be billeted with the unit itself.

4. a) Upon receiving notification of the assignment of a unit, Base Section Commanders will immediately prepare a detailed routing schedule showing the posts, camps, and stations at which shows will be given. Two performances may be scheduled in one day if warranted by the size of the contemplated audience. An afternoon showing will not be scheduled on the first day of the arrival of the unit within the base section, or if the unit has traveled one hundred miles or more during the day.

b) Copies of the detailed routing schedule will be forwarded promptly direct to the Chief of Special Service, APO 887. In forwarding such schedule, the following information will be provided:

- (1) Time and place of each showing.
- (2) Name, address, and telephone number of billets.
- (3) Distance to points of showing from billet.
- (4) The equipment available, including stage facilities.
- (5) Complete details regarding guides.

c) Prior to arrival of the Unit, the Chief of Special Service, SOS, will advise Base Section Commanders of any special instructions or unusual arrangements other than those contained herein. Local Special Service Officers are authorized to communicate

directly with the Special Service Section, SOS, APO 887, Telephone —ETOUSA, Ext. 2150 or 2004 for special information and instructions regarding USO Camp Shows.

5. Upon completion of each performance, the local commanding officer will be requested by the officer in charge of the troupe to make a report as to the success of the engagement. Form for such report is forwarded as an inclosure hereto. A supply of these forms will be carried by the officer in charge of the show, and may be obtained upon request from the Chief of Special Service, APO 887. This report will be secured from the local commander by the officer in charge of the show, prepared in duplicate, and both copies forwarded direct to the Chief of Special Service, SOS.

By command of Major General Lee:

1 Incl: Form—USO Camp Shows Report.

Infor. cc to: CG, V Corps, CG VIII AF.

/s/ JEFFERSON E. KIDD,

Lt. Colonel, AGD,
Assistant Adjutant General.

WAR DEPARTMENT
THE ADJUTANT GENERAL'S OFFICE
WASHINGTON

AG.413.56

(3-17-42) MO-M.

March 18, 1942.

SUBJECT: Overseas Motion Picture Service, U.S. Army.

To : Commanding General, Army Ground Forces,
Commanding General, Army Air Forces,
Commanding Generals, All Armies,
Army Corps, Divisions, Corps Areas,
Ports of Embarkation,
Chiefs of Supply Arms and Services and
Divisions of the War Department General Staff.

1. An Overseas Motion Picture Service, U.S. Army, financed by appropriated funds, operating directly under the Chief of The Special Services Branch, has been organized and is operated for the purpose of furnishing free amusement and recreation through the medium of 16mm motion pictures for the enlisted men and other members of Task, Overseas Expeditionary Forces and Base Commands not now receiving 35mm service.

2. Motion pictures currently produced and distributed by all American film companies are being made available by the American Motion Picture Industry without cost to the War Department for 16mm exhibition to these forces prior to and simultaneous with the theatrical release of the picture in 35mm form in the United States. This is the first time that all commercial distributors have ever agreed to reduce current feature pictures and short subjects to 16mm form. This arrangement is premised on an arrangement with the motion picture dis-

tributors that the programs will be exhibited only to persons in uniform in Overseas Theaters of Operations; that they will not be shown in the United States; that they will be exhibited only under the auspices of the United States; that they will not be loaned to the Armed Forces of other nations; and that any prints thus made available will ultimately be returned to the distributors by the Overseas Motion Picture Service, US Army.

3. Since film programs are copyrighted, any use thereof which is contrary to the terms of the license granted the War Department would constitute an illegal act and would tend to imperil the interests of commercial concerns in the countries in which our Armed Forces are stationed.

By order of the Secretary of War:

/s/ J. A. ULIQ

Major General,
The Adjutant General.

WAR DEPARTMENT,

Washington—November 9, 1943.

IV—War Information Films.

1. The Special Service Division, Services of Supply, is producing a series of films designed to acquaint personnel of the Army with the background of the present war, the history of the war to date, the current progress of the war, and information on our allies and enemies.

2. The first seven films are tentatively titled as follows:
- Prelude to War
 - The Nazis Strike
 - Divide and Conquer
 - The Battle of Britain
 - The Battle of Russia
 - The Battle of China
 - The War Comes to America

3. a. The films will be distributed by the Special Service Division and will be shipped to commanding officers of posts, camps, stations, and overseas units.

b. Shipping instructions will be furnished with each film and will be strictly complied with.

4. In the interests of economy of critical materials, a limited number of prints have been made. This will require that a maximum of 4 days be allowed for showings of each film.

5. All films will be shown to all military personnel.
(A.G. 413.56 (11-6-42).)

By order of the Secretary of War:

G. C. MARSHALL,

Chief of Staff.

OFFICIAL:

J. A. ULIQ,
Major General,
The Adjutant General.

24 18141.

Maintenance and Operation of Motor Vehicles AG 451/2 Pub GC,
24 Jan, 1944, Hq ETOUSA. Section XXXVIII Motor Transportation
for Recreational Purposes.

1. Major subordinate commanders of ETOUSA are authorized to prescribe such regulations governing the use of their respective motor equipment for transporting military and civilian personnel for recreational (athletic and entertainment) purposes as they may deem necessary or appropriate to promote the health, safety and welfare of the forces under their respective commands.
2. Two copies of regulations issued, and any subsequent amendments thereto, will be forwarded to this headquarters.
3. Uniformed male members of the Allied Forces may be given a "lift" in the interests of good will, provided the vehicle does not deviate from its prescribed course, or as provided in Par 1 above.

HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS

APO 871

AG 350. (15 Nov 1943) MAG

15 NOV 1943

SUBJECT: ETO Branch of the United States Armed Forces Institute (USAFI).

To: See Distribution.

1. REFERENCE par. 1, AR 350-3100, 30 Jul 1943, a Branch of the United States Armed Forces Institute (USAFI) is established in this Theater, effective 10 Nov 1943. It is to be known as the ETO Branch USAFI. Headquarters are at APO 871; Telephone, Thackeray 8285.

2. PURPOSE: It is the purpose of the ETO Branch USAFI to facilitate individual correspondence study and group instruction, and to provide self-teaching materials for military personnel in subjects of value to the Armed Forces.

a) A total of sixty-four (64) courses are now offered by the ETO Branch USAFI. These will be completely processed in this Theater, eliminating the transmission of lesson papers and materials to and from the United States. Additional courses will be available in a few months, at which time appropriate announcement will be made.

b) A total of six-hundred (600) courses are offered by colleges and universities of the United States through the ETO Branch USAFI, but require correspondence with and transmission of lesson papers to the respective institutions.

3. ELIGIBILITY: Officers and enlisted personnel, both men and women, of the Army, Navy, and Marines are eligible for correspondence courses and self-teaching materials through the ETO Branch USAFI.

4. APPLICATIONS: Procedure in making application for correspondence courses and self-teaching materials are as follows:-

a) Applications from enlisted personnel must bear the approval of unit commanders in the space provided on the back of application forms.

b) Applications from officers must bear the approval of the immediate superior commanding officer in the space provided on the back of the forms.

c) To facilitate processing of applications, the forms must be filled out completely on both sides.

d) On approval of unit commanders (for EM) as indicated in par. 4a. above, and immediate superior commanding officers (for OFF), as indicated in par. 4b above, applications will be mailed directly to the Commandant, ETO Branch USAFI, HQ, SOS, APO 871.

e) Direct communication between officers and enlisted men and the Commandant of the ETO Branch USAFI is authorized for questions pertaining to the educational services of the Branch, for the processing of lesson papers and the handling of instructional materials, and for information about courses and other activities of the Institute. The Commandant should be addressed as indicated in par. 4d above.

5. FEES: United States money orders, made payable to the Treasurer of the United States, must accompany applications for correspondence courses and self-teaching materials as follows:-

a) Enlisted personnel are entitled to the educational services of the ETO Branch USAFI upon the payment of a registration fee of two dollars (\$2.00). After the payment of the initial registration fee of two dollars (\$2.00), no additional fees will be required for subsequent correspondence courses or self-teaching materials so long as satisfactory progress is maintained or serious intent is evidenced.

b) Authorization of fees for officers has not yet been announced by the War Department. Information may be obtained by written or telephoned communication with the Commandant, ETO Branch USAFI, as soon as available.

6. APPLICATION FORMS, CATALOGS, AND POSTERS: Application forms, catalogs, and posters will be obtained by Special Service and Education Officers on direct request to the Commandant, ETO BRANCH USAFI, APO 871.

7. PUBLICITY: Commanding Officers are directed to publicize the establishment of the ETO Branch of the USAFI by distribution of this letter, application blanks, catalogs, and posters to each unit in their commands.

For the Commanding General:

FRED A. MEYER,
COL. AGD.
Actg. Adj. Gen.

C O P Y

HEADQUARTERS
EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY

AG 353 Per—GA

9 Nov 1943

SUBJECT: Voluntary Clerical Training.

TO: Commanding General, SOS, ETOUSA, APO 887.
Commanding General, First U.S. Army.
Commanding General, U.S. Army Air Forces in United Kingdom.

1. Major subordinate commanders are authorized to organize, with the assistance of their Special Service Officers, voluntary programs of clerical training during off-duty hours for all military personnel. The subjects to be covered will be:—Typewriting, bookkeeping, shorthand, filing, military correspondence, and such other allied subjects as immediate facilities will permit.
2. Civilian instructors may be employed to teach the various subjects. Employment of civilians will be in conformity with the provisions of letter, this headquarters, file AG 311.5 MGB, dated 2 February 1943, subject: "British Security Reports."
3. Funds to cover cost of instruction are properly chargeable to Supplies and Transportation, PA 91-5 P 401-07 A 212/40502.
4. Students attending such courses of instruction will be rated as follows:—Excellent, very satisfactory, satisfactory or unsatisfactory.
5. Periodic reports will be submitted to CG, SOS, ETOUSA, as to the number of students, by proficiency rating, attending courses of instruction.
6. Proficiency ratings will be entered on individual qualification cards (AGO Form No. 66-1 or 20) inasmuch as certificates will not be issued.
7. Special Service officers of authorized commands may communicate with the Chief of Special Service, SOS, ETO, APO 887, for advice in conducting this program.

By command of Lieutenant General DEVERS:

/s/ A. W. Palin, Jr.,
A. W. PALIN, JR.,
Major, AGD,
Asst. Adj. General

HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY
SPECIAL SERVICE DIVISION

APO 887
1 Dec 1943

MEMORANDUM: Voluntary Clerical Training.
TO: All Special Service and Education Officers.

I. REFERENCE:

1. Reference is made to letter AG 353 Per-GA dated 9 Nov 1943, Subject: "Voluntary Clerical Training" in which major subordinate commanders are authorized to organize, with the assistance of their Special Service Officers, voluntary programs of clerical training during off-duty hours for all military personnel in typewriting, bookkeeping, shorthand, filing, military correspondence, and such other allied subjects as immediate facilities will permit.

II. PROCUREMENT OF INSTRUCTORS:

1. *Military Instructors:*

a. Whenever possible, instructors should be obtained from military personnel. Special Service Officers should study WD AGO Form No. 20 (Soldier's Qualification Card) and WD AGO Form No. 66-1 (Officer's Qualification Card) in order to appraise qualifications of officers and enlisted men qualified to teach these subjects.

2. *Civilian Institutions and Instructors:*

a. Consideration should be given to contractual arrangements with British educational institutions equipped and qualified to offer instruction in these subjects.

b. Special Service Officers should consult Regional Committee Secretaries of the Central Advisory Council for Adult Education in H.M. Forces (C.A.C.) for information regarding civilian institutions and names of individuals qualified to teach these subjects. An agreement has been made by the Chief of Special Service with the British War Office that all procurement of services of civilian instructors and lecturers for the Education program for the US Army in ETO will be made through the Regional Committee Secretaries of the C.A.C. (See paragraph VI below for list of names, addresses, and telephone numbers of these Regional Committee Secretaries).

c. The following ruling has been approved by Deputy Chief, Training and Security Division, Hq SOS, APO 887:

(1) "Any lecturer, instructor, or educational institution participating in the US Army Education Program in ETO not having access to confidential information and having been approved by a Regional Committee Secretary of the Central Advisory Council for Adult Education in H.M. Forces will not need to be further investigated nor referred to the Chief of Training and Security Hq SOS APO 871."

d. In order to aid Special Service Officers in the case cited in sub-paragraph II 2 c (1) above, the following channels should be observed:

(1) If, in any case, it is either necessary or advisable to further investigate a civilian lecturer, instructor, or educational institution that has been approved by a Regional Committee Secretary, such name or names should be submitted from your headquarters direct to Chief, Training and Security Division Hq SOS APO 871, for approval. Such communications will be marked "Confidential."

e. The above procedure of securing services of civilian lecturers, instructors, and educational institutions applies alike to SOS, Field Forces, and US Army Air Forces in the United Kingdom.

III. QUALIFICATION OF SHORTHAND INSTRUCTORS:

1. In view of the general use of the Gregg System of Shorthand in the United States and the fact that the textbooks available to the US Army are for this system, it is recommended that instructors and institutions qualified to teach the Gregg System be selected.

IV. PAYMENT OF CIVILIAN INSTITUTIONS AND INSTRUCTORS:

1. The cost of instruction in these subjects will not exceed eight (8) shillings per hour of instruction regardless of the size of classes. This rate of payment applies alike to educational institutions and individual instructors. No additional compensation is authorized for use of equipment of institutions or expenses incurred by individual instructors.

2. The following procedure will be followed by Special Service Officers in the submission of bills of educational institutions and individual instructors for payment:

* a. Bills of educational institutions or individual instructors will be submitted in triplicate to the appropriate Special Service Officer bearing the following certification of the institution or instructor:

"I certify that the above is true and just and payment therefor has not been received."

(Signature)

John C. Doe

(Typed or written in Capitals)

JOHN C. DOE

(Name of organization

Central Advisory Council

written or typed)

..... Regional Committee.

The appropriate Special Service Officer will certify as follows:

"I certify that the above services have been satisfactorily rendered and that payment therefor has not been made by US Forces."

(Signature)

John C. Smith

(Typed or written in capitals)

JOHN C. SMITH

(Grade and branch of service)

Captain Infantry

(Title)

Special Service Officer

(Unit or organization)

31st Division

b. The bill of the educational institution or individual instructor after the above certifications have been completed, will be forwarded in triplicate to: Supply and Fiscal Officer, Special Service Division, Hq SOS, APO 887 for payment.

V. TEACHING SUGGESTIONS:

1. Inasmuch as classes will be conducted with immediate facilities available, it is suggested that Special Service Officers investigate possibilities of pooling typewriters available in a given section or headquarters during off-duty time. For example: On approval of the Commanding Officer, typewriters may be assembled into one central office or room for instructional purposes in the evening and then returned at the end of the instructional period. Each member of the class should be assigned a typewriter and made responsible for bringing this typewriter to the class and returning it to its proper place when the class is dismissed.

2. In the case of typewriting classes, instructors should attempt to obtain tables that are from 28 to 30 inches in height. The ordinary collapsible field table is very suitable.

3. Typewriting instructors should be required to teach students not only care of the machine but also a workable knowledge of machine parts.

VI. REGIONAL SECRETARIES:

1. Following is a list of Regional Committee Secretaries of the Central Advisory Council for Adult Education H.M. Forces listed according to areas covered by each:

Aberdeen	J. A. DAWSON, Esq., C.I.E., C.S.I. Forestry Dept., University of Aberdeen, Old Aberdeen, Scotland. Telephone: Aberdeen 8269.
Aberystwyth	S. HERBERT, Esq., M.A., J.P. 1 Marine Terrace, Aberystwyth, Wales. Telephone: Aberystwyth 346 & 347.
Bangor	Mrs. B. M. WILE, B.A. University College of North Wales, Bangor, Wales. Telephone: Bangor 85.
Belfast	A. J. ALLAWAY, Esq., M.A. The Queen's University, Belfast, Ireland. Telephone: Belfast 21821.
Birmingham	B. C. HAMES, Esq., M.A. 3 Great Charles Street, Birmingham 3, England. Telephone: Birmingham Central 8510.
Bristol	W. E. SALT, Esq., M.A., B.COM. The University, Bristol 8, England. Telephone: Bristol 24997.
Cambridge	G. F. HICKSON, Esq., M.A. Stuart House, Cambridge, England. Telephone: Cambridge 56275.
Cardiff	Miss H. K. HAYES. University College, Cathays Park, Cardiff, Wales. Telephone: Cardiff 4447.

Edinburgh	EDWARD BLADES, Esq., M.A., B.Sc. 1 Lockharton Crescent, Edinburgh 11, Scotland. Telephone: Edinburgh 61072.
Exeter	C. H. ROBERTS, Esq., M.A. Extra-Mural Dept., University College of the South-West, Exeter, England. Telephone: Exeter 4141.
Glasgow	R. G. McDOWALL, Esq., C.I.E., I.C.S. The University, Glasgow, W.2., Scotland. Telephone:—Glasgow Western 2604.
Hull	G. E. T. MAYFIELD, Esq., B.A. University College, Hull, England. Telephone: Hull 7753.
Leeds	W. R. GRIST, Esq., B.Sc. The University, Leeds 2, England. Telephone: Leeds 20251.
Liverpool	ALAN McPHEE, Esq., M.A., B.COM., Ph.D. 22 Abercromby Square, Liverpool 7, England. Telephone: Liverpool Royal 1258.
London	A. CLOW FORD, Esq., M.B.E., B.A. London School of Hygiene and Tropical Medicine, Keppel Street, London, W.C.1. Telephone: London Museum 3041.
Manchester	R. D. WALLER, Esq., M.A. The University, Manchester 13, England. Telephone: Manchester Ardwick 2681.
Newcastle-on-Tyne	B. W. ABRAHART, Esq., W.E.A. Office, 51 Grainger Street, Newcastle-on-Tyne, England. Telephone: Newcastle 21605.
Nottingham	H. J. FEATHERSTONE, Esq., M.A. 14 Shakespeare Street, Nottingham, England. Telephone: Nottingham 2024.
Oxford and Reading	L. K. HINDMARSH, Esq., M.A. Rewley House, Oxford (also Dr. E. S. Budden, The University, Reading), England. Telephone: Oxford and Reading Oxford 2524.
St. Andrew	NEIL S. SNODGRASS, Esq., M.A. The University, St. Andrews, Scotland. Telephone: St. Andrews 872.
Sheffield	G. P. JONES, Esq., M.A., LITT.D. The University, Sheffield 10, England. Telephone: Sheffield 21144.
Southampton	J. PARKER, Esq., M.A. University College, Southampton, England. Telephone: Southampton 74071.
Swansea	EDWIN DREW, Esq. University College, Singleton Park, Swansea, Wales. Telephone: Swansea 5059.

VII. APPLICATION AND ATTENDANCE:

1. In view of the fact that enrollment in these classes is voluntary and must necessarily be limited to accommodations and equipment available, the following recommendations are made:

a. Recommend that military personnel wishing to take courses make formal application for such course (enlisted men to unit commanders and officers to their immediate commanding officer).

b. Recommend that applications referred to in sub-paragraph VII 1 a above contain the following information:

(1) Subject to be studied;

(2) Previous instruction in same subject; and

(3) A statement of the present assignment of the applicant and what benefit may be expected to the Army.

c. Recommend that attendance in all classes be made compulsory after such classes have been organized, except in case of military necessity.

VIII. TRANSPORTATION OF MILITARY PERSONNEL FOR OFF-DUTY EDUCATIONAL PURPOSES:

1. Reference is made to paragraph 4, Section II, Circular Number 55, Hq SOS ETOUSA, 25 Sept 1943, which states: Government motor transportation will not be used for recreational purposes where the round trip distance is less than five miles or more than fifty miles Subject to the approval of Commanding Officers, this circular is interpreted to apply to off-duty education activities.

IX. EQUIPMENT:

1. This program is limited to the immediate facilities available. Commanding Officers are *not* authorized to requisition additional typewriters and other equipment for this program.

X. TEXTBOOKS:

1. The following textbooks are now available and should be requisitioned directly from Commandant, ETO Branch USAFI, Hq SOS APO 871:

a. 652.1 "Fundamentals of Typewriting" (A self-teaching course) by: Lessenberry.

b. 657.2 "Bookkeeping and Accounting, Fundamental Principles" by: Carlson, Prickett, and Forkner.

c. 653.1 "Gregg Shorthand Textbook" (A self-teaching course) by: Gregg, J. R.

653.2 "Gregg Shorthand Workbook" (A self-teaching course) by: Gregg, J. R.

(Special Service Officers should requisition equal quantities of these two books as they are to be used together).

d. 355.1 "Military Correspondence"
by: Adjutant General's School.

2. Special Service Officers will requisition textbooks by code number and title as indicated above. Requisitions will bear the following certification signed by the Special Service Officer: "These textbooks are to be used for off-duty group instruction."
3. Textbooks used for group instruction will be provided free.
 - a. It should be noted, however, that individuals who desire recognition and recording of their accomplishment for future school, college, or vocational employment purposes must enroll in the ETO Branch of the USAFI.
 - b. Enrollment in the ETO Branch of the USAFI entitles registrants to both correspondence courses and self-teaching materials as long as evidence is given of satisfactory progress and serious purpose.
 - c. All military personnel enrolled in the ETO Branch of the USAFI may apply for "End of course" examinations. These examinations may be administered by an officer to a group or taken individually under the supervision of an officer.
 - d. Enrollment in the USAFI, in the case of enlisted men is made by an initial enrollment fee of two dollars. The fee for officers will be announced at a later date. This fee is payable only once and no additional fee is required as long as satisfactory progress is maintained. EACH REGISTRANT MUST PAY THE ENROLLMENT FEE BY A SEPARATE UNITED POSTAL MONEY ORDER IN FAVOR OF THE TREASURER OF THE UNITED STATES. This money order must be sent direct to Commandant, ETO Branch USAFI, Hq SOS APO 871.

XI. REPORTS:

1. Special Service Officers will submit monthly consolidated reports to CG. SOS, ETOUSA (Attention; Chief of Special Service) containing a list of names of students by proficiency rating (superior, excellent, very satisfactory, satisfactory, or unsatisfactory) attending courses of instruction.
2. At the completion or discontinuance of a given course of instruction, a report of proficiency covering the entire course will be submitted to the Personnel Adjutant, or other officer concerned, on each individual receiving instruction in these subjects to be placed on the individual's qualification card (AGO Form No. 66-1 or 20).

XIII. Special Service Officers may communicate directly with the Education Officers of this Headquarters for advice in conducting this program.

FOR THE CHIEF OF SPECIAL SERVICE:

EDWARD G. HUEY

Major, Infantry
Executive Officer

HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS
UNITED STATES ARMY
SPECIAL SERVICE DIVISION

MEMORANDUM TO: All Special Service Officers and Education Officers Concerned

SUBJECT: Services and Facilities Available to U.S. Military Personnel through the Regional Committee Secretaries of the Central Advisory Council for Adult Education in H.M. Forces, and The British Council.

1. The Central Advisory Council for Adult Education in H.M. Forces:

1. By agreement between the Chief of Special Service and the British War Office procurement of British civilians as lecturers or instructors will be made through the twenty-three (23) Regional Secretaries of the Central Advisory Council (CAC) for Adult Education in H.M. Forces. A list of the twenty-three Regional Committee Secretaries with their address and telephone numbers is given in par 5 below.

2. It is suggested that Special Service Officers and Education Officers make early contact with the appropriate Regional Committee Secretaries in order to develop plans for co-operative efforts. It is suggested that the following steps be taken as soon as practicable:

- a. Many of the topics presented in ARMY TALKS may be profitably followed up by lectures given by individuals regularly serving H.M. Forces as part-time or full-time lecturers.
 - b. Assistance in obtaining instructors for languages and other subjects may be obtained through the appropriate Regional Committee Secretaries.
3. Request for the services of British civilians as lecturers or instructors should be made by Special Service Officers to the appropriate Regional Committee Secretaries.

- a. By authority of a Memorandum from the Recorder to the General Purchasing Board to the Chief of Special Service, 20 November 1942, entitled "Special Service Procurement" the Supply and Fiscal Officer, SSD, Hq SOS, ETO, is authorized to procure the services of lecturers without regard to limitations imposed by Theater Circular No. 54, dated 4 Oct 1942, or other directives or instructions limiting the amount which may be expended without reference to higher authority.

- b. By agreement with the British War Office an honorarium of one guinea plus expenses incurred in travel has been set as the amount to be paid for each individual lecture.

c. Civilian lecturers may submit bills for a series of lectures in any amount approved by the appropriate Special Service Officer.

d. Bills for lectures will be submitted in triplicate bearing the following certifications:

(1) *By the Lecturer*: (To appropriate Special Service Officer)

"I certify that the above is true and just and payment therefor has not been received."

(Signature)

John C. Doe

(Typed or hand-written in capital letters) JOHN C. DOE
(Name of institution or organization)

(2) By appropriate Special Service Officer: (To Supply and Fiscal Officer, SSD, Hq. SOS ETO APO 887).

"I certify that the above services have been satisfactorily rendered."

(Signature)

John C. Smith

(Typed or hand-written in capital letters) JOHN C. SMITH
(Grade and branch or service) Capt. Inf.

(Title)

Special Service O.

(Unit or organization)

31st Division

4. For information of Special Service Officers a copy of instructions issued to Regional Committee Secretaries by the Secretary of the Central Advisory Council for Adult Education in H.M. Forces, is attached.

5. Following is list of names, addresses and telephone numbers of Regional Committee Secretaries:

(See memorandum Hq. SOS, 1 Dec 1943, subject: Voluntary Clerical training).

II. *The British Council* :

1. The following quotation from Whitaker's Almanack, 1943, indicates the nature and functions of the British Council:

a. "The British Council was established in November 1934, at the instance of the Foreign Office supported by a number of other Government Departments, and as a result of representations made to His Majesty's Government over a period of years by the British Diplomatic and other Missions to foreign countries --. The Council exists for the purpose of promoting wider knowledge of the United Kingdom of Great Britain and Northern Ireland and the English language abroad and of developing closer cultural relations between the United Kingdom and other countries for the purpose of benefitting the British Commonwealth of Nations . . ."

b. "Apart from its work overseas, the Council administers in Great Britain a grant voted by Parliament towards the cultural

educational, and recreational welfare of allied national and other visitors to the United Kingdom. In co-operation with the Admiralty, War Office and Air Ministry, it performs a number of functions on behalf of the Allied Armed Forces in this country. Facilities are also provided for United States, Dominion, India and Colonial personnel."

2. Following is a list of facilities made available to U.S. Forces by the British Council:

a. *Films*: Special arrangements are already in effect whereby certain British Council Films including newsreels are regularly supplied to Special Service Division Headquarters. The British Council's Films Department can provide films portraying various aspects of the British Way of Life. A detailed list of the type of films available may be obtained from the Regional Officers of the Council. Requisitions for British Council Films must be made through channels to Entertainment Branch, SSD, Hq. SOS, ETO, APO 887, U.S. Army.

b. *Literature*:

(1) The Council, at the request of the Ministry of Information, is preparing Informative Pamphlets for areas which U.S. Forces will visit when on leave or furlough. These pamphlets are brief, pocket-size guides to places to eat, drink, sleep, visit, etc. They will be distributed as published by SSD, Hq. SOS, ETO, to SSOs and Directors of ARC Clubs. Criticisms of these pamphlets are solicited by the British Council, for guidance in the preparation of subsequent pamphlets.

(2) Books on British Institutions and on the localities in which units are stationed and technical books in connection with specific professions can be supplied, on requisition to Regional Officers.

(3) Professional periodicals—i.e., journals dealing with technical subjects as architecture, engineering, and agriculture, etc., and journals in allied languages, published in the United Kingdom, can also be supplied. Regional Officers will supply necessary application forms on request.

c. *Lectures*:

(1) Request for British civilian lecturers will in every case be referred in the first instance by British Council Regional Officers to Regional Committee Secretaries of the Central Advisory Council for Adult Education in H.M. Forces, but by agreement with these committees the Council can itself occasionally arrange a series of special lectures on request.

(2) The Council can advise on the provision of lecturers by other Allies.

(3) The Council has available a series of lecture notes on different aspects of British Life, which would enable U.S. Officers to give lectures. In some cases, illustrations of their notes are available for use with an epidiascope.

d. *Professional Contacts*:

(1) The Council has available information and advice

enabling officers and other ranks to meet British members of similar civic professions and trades. The Council is also in touch with all learned professional and technical societies in the United Kingdom and has been promised full assistance by these societies in this field.

e. *Technical Visits:*

(1) The Council can from time to time arrange technical visits to farms, factories, and other institutions of professional interest in areas in which troops are stationed.

f. *Music:*

(1) The Council has been officially authorized to make arrangements with C.E.M.A. (Council for the Encouragement of Music and the Arts) for groups of musicians to tour U.S. units on requisition of Special Service Officers, for the purpose of giving concerts of classical music and other entertainment of high quality, e.g., drama, intimate opera and ballet.

g. *Courses at British Universities for U.S. Military Personnel on Leave or Furlough:*

(1) The Council is collaborating with the Universities of Oxford, Cambridge and other British Universities in the holding of short courses for officers and men of the Dominion, U.S. and Allied (European) Forces in this country when on leave or furlough. The Council is ready to assist in promoting similar courses on the same terms at other centers of learning.

(2) The Council would consider the award of scholarships for work in Universities and Technical Institutions in the United Kingdom, either of a post-graduate or under-graduate nature, to officers and men of the U.S. Forces temporarily released from their units on grounds of ill-health or disablement.

h. *National Houses:*

(1) In London and Edinburgh the Council, in collaboration with the various Allied Governments, has created a number of National Houses, at some of which, particularly in London, special functions have already been arranged for members of the U.S. Forces descended from former nationals of the countries concerned. These include: Belgium, Czechoslovakia, Greece, The Netherlands, Norway, Poland, and Yugoslavia. The degree of hospitality which each house is able to offer to U.S. Forces varies according to the accommodation at its disposal, but Council officers will be glad to answer any further enquiries under this head.

I. *Anglo-American Relations.*

(1) The Council attaches equal importance to enabling British subjects to understand the institutions and life of those from overseas as to providing facilities for such visitors to comprehend Britain's view of life. With this object in view the Council has arranged a number of art exhibitions representative of the work of Allied nations, and would be prepared, if desired, to arrange an exhibition of work of serving members of U.S. Forces. The Council has also assisted in the presentation of

joint concerts of Allied and British music and joint forums where speeches on the respective ways of life of the various countries concerned have been delivered.

3. Special Service Officers should become acquainted with the British Council Regional Officers serving their respective areas and become fully informed of facilities made available to U.S. Forces: A list of these Regional Officers and the counties they serve is given in paragraph 5 below.

4. It is desired that the appropriate British Council Regional Officer be invited to attend conferences of Special Service Officers for the purpose of explaining ways in which the Council can assist U.S. Forces.

5. Following is a list of the British Council Regional Officers in the United Kingdom and the counties served by each:

- a. Miss N. Parkinson, Director, Home Division, The British Council, 3, Hanover Street, London, W.1. Tel. MAYfair 8484.
- b. Mr. A. B. Steel, The British Council, 3, Hanover Street, London, W.1. Tel: MAYfair 8484. London, Middlesex, Kent, Surrey, Sussex, Essex, Suffolk, Norfolk, Cambridge, Huntingdon, Bedford, Hertford, Buckingham.
- c. Mr. H. Harvey Wood, The British Council, 57, Melville Street, Edinburgh 3. Tel: EDInburgh 33961. Scotland.
- d. Mr. H. J. Kelly, The British Council, 11, York Road, Harrogate, Yorks. Tel: HARrogate 2089. Cumberland, Northumberland, Westmoreland, Durham, Yorkshire, Merioneth, Lancashire, Cheshire, Flint, Denbigh, Caernarvon, Anglesea, Isle of Man.
- e. Mr. E. W. Burbridge, The British Council, The University, 5, Great Charles St., Birmingham. Tel: CENtral 3630. Lincoln, Nottingham, Derby, Leicester, Northampton, Rutland, Warwick, Worcester, Shropshire, Hereford, Oxford, Stafford, Montgomery, Radnor, Brecknock, Cardigan.
- f. Mr. C. H. Wilmot, 70, The Close, Salisbury, Wiltshire, Tel: SALisbury 4601. Gloucester, Berks, Hampshire, Devon, Wiltshire, Somerset, Dorset, Cornwall, Monmouth, Glamorgan, Carmarthen, Pembroke, Northern Ireland.

6. The British Council Regional Officers have assistants in various towns, but it is requested that Special Service Officers make their first contacts with the Regional Officer concerned.

7. The services of the British Council are without charge to the U.S. Forces.

FOR THE CHIEF OF SPECIAL SERVICE

/s/ Edward G. Huey
/t/ EDWARD G. HUEY
Major Inf
Executive Officer.

1-Incl:

1—Copy of instructions issued to Regional Committee Secretaries.

INCLOSURE

C O P Y

INSTRUCTIONS TO REGIONAL COMMITTEE SECRETARIES
SERVICE OF AMERICAN FORCES BY REGIONAL COMMITTEES

22 Nov 1943

1. *General Information.*

The Civilian educational resources and facilities of the Central Advisory Council for Adult Education in H.M. Forces through its twenty-three Regional Committees (one in each University or University College Area) are entirely at the disposal of the American Forces.

In the American Army Special Service Officers are responsible for educational activities in units. All requests for educational services, lecturers, etc., are made through Special Service Officers (called S.S.O.'s). These officers are members of the staff of the Commanding Officer of all American Units down to separate battalions.

American Army Headquarters do not allow publication of Troop Locations. In order that liaison may be readily established between Regional Committees and U.S. Army S.S.O.'s the Chief Education Officer of the U.S. Army, Special Service Division, is having inserted in an early issue of the American Army Talks Pamphlet, a complete list of Regional Committees, together with the following paragraph:-

"It is suggested to Commanding Officers and Special Service Officers that many of the topics presented in Army Talks may profitably be followed up by lectures. The resources of the Central Advisory Council for Adult Education in H.M. Forces through its 23 Regional Committees are available on requisition of Special Service Officers. *By agreement between the Chief of Special Service and the British War Office, all procurement of British civilians as lecturers or instructors will be made through the Regional Committee Secretary, in your area.* It is also suggested that Special Service Officers should make early contact with the Regional Committee Secretary. Special Service Officers may, if desired, be co-opted by Regional Committees as Observer Members."

2. *Procedure.*

(a) *British Civilian Lecturers for American Troops:*

If an officer from the Special Services Section makes a request to the Regional Committee Secretary in his area for a talk or a series of talks on any particular subject, the Secretary will do his utmost to provide what is wanted. If he cannot meet the request through his own resources he knows how he can supplement these from elsewhere. Any lecturer who is approached direct by individual American Officers or O.Rs should point out that arrangements are normally made through the S.S.O. and the Regional Committee Secretary. He should give the enquirer the R.C. Secretary's address and ask him to pass this on to the S.S.O.

NOTE: It should be remembered that the educational facilities in the American Army are not yet fully established, and therefore many small units and individual members of the American Forces may not know of this procedure.

PAYMENT of Lecturers Serving the U.S. Forces.

By agreement with the British Authorities an honorarium of one guinea plus expenses incurred in travel has been set as the amount to be paid for each individual lecture. Civilian lecturers may submit bills for a series of lectures in any amount approved by the Special Service Officer of the organization or unit of the U.S. Army. Bill for lectures will be submitted in triplicate to the appropriate Special Service Officer of the U.S. Army bearing the following certification of the lecturer:

"I certify that the above is true and just and payment therefor has not been received."

(Signature)

John C. Doe.

(Typed or written in Capitals)

JOHN C. DOE

Name of Organization written or typed) Central Advisory
Council Regional Committee.

The appropriate Special Service Officer will certify as follows:

"I certify that the above services have been satisfactorily rendered."

(Signature)

John C. Smith

(Typed or written in Capitals)

JOHN C. SMITH

(Grade and Branch of Service)

Capt. Inf.

(Title)

Special Service Officer

(Unit or organization)

31st Division.

2. (b) American Uniformed Speakers for British Forces.

When a uniformed American speaker is asked for by a British Unit, through the British Command Liaison Officer, the procedure is as follows:—All uniformed speakers are supplied by the Speakers Department of the Public Relation Section, Headquarters European Theater of Operations, United States Army: Postal Address, A.P.O. 887: Telephone No: London, Regent 8484 Ex. 863.

The main purpose of these uniformed speakers is to further Anglo-American relations.

NOTE: When meetings are arranged for American Army Speakers, accommodation should always be booked by the Office organizing the meeting. The American Army pay the bills and travelling expenses. No question of a fee arises.

(c) British Speakers for American Red Cross.

Red Cross Clubs inside Army Areas are often used for lectures, etc; all arrangements should be made through the Special Service Officer or the Officer in charge of the Unit. The American Army is responsible for payment. If Red Cross Clubs outside Army areas wish for lecturers, they make their own arrangements

through the Director of the Red Cross Club and are responsible for payment.

3. *British Council and Ministry of Information Speakers.*

The British Council send out speakers on the life and culture of Britain, strictly non-political. Such subjects as 'the progress of the war' etc. are left to the M.O.I. The British Council pay expenses and fee when responsible for a speaker. The Ministry of Information supply special speakers on American affairs for civilian audiences. Sometimes distinguished visitors are available during their stay in this country for lectures other than those arranged by M.O.I. The Ministry of Information, however, do not issue a list of speakers, but Regional Committees which maintain close contact with the M.O.I. Liaison Officer in their areas can be informed of speakers who become available, for lectures to the British Forces. Speakers for whom arrangements are made by Regional Committee Secretaries go as Central Advisory Council speakers in the ordinary way and not as M.O.I.

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HEADQUARTERS

RPF/GHS/jef

EUROPEAN THEATER OF OPERATIONS

UNITED STATES ARMY

APO 887

30 Apr 1944

AG 352/2 OpGA

SUBJECT: Education in Military and Current Affairs.

TO: Commanding Generals,

First US Army Group

US Strategic Air Forces in Europe

Each Army, ETOUSA

European Wing, Air Transport Command

Base Section Commanders, SOS, ETOUSA

Commanding Officers,

24th Army Airways Communications Squadron

Military Intelligence Service, ETOUSA

Commandant, American School Center

Headquarters Commandant, ETOUSA, APO 887 & 871

1. Letter, this headquarters, dated 29 August 1943, file AG 353 MGC, subject as above, and letter, Headquarters, SOS, ETOUSA, dated 30 August 1943, file AG 353 (6 August 43) MAG. subject as above, are rescinded.

2. Reference is made to Sec II, Cir No 242, War Department 1943; Sec II, Cir No 261, War Department 1943; Sec I, Cir No 300, War Department 1943; and Sec VII, Cir No 29, War Department 1944, with regard to the subjects of the program for orientation and education.

3. It is desired that, consistent with operational requirements, group discussions, through the medium ARMY TALKS (except as provided by par 7 below) be held in all units within this command, using one hour of training time each week. These discussions will be the weekly hour of Army orientation required by Cir No 300, War Department 1943. The purposes of these discussions are to instill in all military personnel:

- a. Confidence in the command.
- b. Pride in service and a sense of personal participation.
- c. Knowledge of the causes and progress of the war.
- d. A better understanding of our Allies.
- e. An interest in current events and their relation to the war and the establishment of the peace.

4. To further these ends, unit commanders will conduct an orientation program designed to develop these aims, using not less than one hour of training time a week. Such discussions will be led by company officers or by selected competent NCO's. The proper presentation of this material is a command function. A company officer will be present at each discussion, whether or not he is the discussion leader. Discussion groups should not be larger than a platoon or analogous unit. 30-50 men.

5. The Chief of Special Service, this headquarters, is responsible for three features of this program:

- a. The preparation and distribution of a weekly discussion leader's guide, ARMY TALKS.
- b. The training of officers and NCO's as leaders.
- c. The conducting of field conferences to aid in the inauguration and administration of the program.

6. The discussion leader's guide, ARMY TALKS, as an aid in leading discussions, is published and distributed weekly on the basis of three to a company.

7. Commanders are permitted discretion in the use of any issue of ARMY TALKS, when it is evident that some other topic would be more timely for a unit discussion group.

8. Upon request, local conferences will be conducted by trained staff members of the Education Branch, Special Service Division, this headquarters, as an aid in the organization and administration of this program and in the training of leaders

9. Direct communication with the Chief of Special Service, this headquarters, is authorised in conducting this program.

10. To make the program more effective, it is desired Orientation Officers (in this theater known as Education Officers) be appointed in compliance with letter, this headquarters, dated 4 October 1943, file AG 320.5 MGS, subject: Special Service Officers, and letter, this headquarters, dated 31 October 1943, file AG 320.3M, same subject.

By command of General EISENHOWER:

/s/ R. B. Lovett,
/t/ R. B. LOVETT,
Brig. General, USA,
Adjutant General.

R E S T R I C T E D

Cir 34

Hq ETOUSA

28 Mar 1944

LEAVES, FURLoughs, AND PASSES

1. Cir 99, 21 Dec 1943; Sec V, Cir 10, 31 Jan 1944; and Sec III, Cir 26, 12 Mar 1944, are rescinded.

2. **AUTHORITY.** The provisions of AR 605-115 and AR 615-275, as supplemented hereby, will govern the granting of leaves, furloughs, and passes in this theater.

3. **BY WHOM GRANTED.** The CG's, U.S. Strategic Air Forces in Europe, American Component, AEAf; First US Army Group; each army; each separate corps; and European Wing, Air Transport Command; the Base Section Commanders, SOS, ETOUSA; the commanding officer, 24th Army Airways Communication Squadron; the Headquarters Commandant, ETOUSA; and such other commanders as may be subsequently specifically designated, are authorized to grant leaves, furloughs, and passes, and may delegate such authority to their subordinate commanders.

4. **STANDARD PASS FORMS.** (a) Permanent Pass (Class B). This pass will be used to authorize travel only to those communities which are frequently visited by the enlisted men of a post, camp or station during off-duty hours. It does not authorize absence for more than twelve consecutive hours or between 0100 hours and 0600 hours on any day. The form will be substantially as shown in Appendix 1 hereto. Local reproduction of the form is authorized.

(b) *Overnight or up to 48 consecutive hours.* TPM Form 3 (revised), as shown in Appendix 2, is the only form of pass which will authorize absence between 0100 and 0600 hours on any day or up to 48 consecutive hours. Until present stocks are exhausted, the old TPM Form 3 will be used in lieu of TPM Form 3 (revised). Particular attention is directed to the cancellation provision incorporated in the pass. Whenever TPM Form 3 (revised) is cancelled by an officer or by military police for misconduct, a report of delinquency (TPM Form 2) will be prepared and immediately forwarded directly to the commanding officer of the soldier involved.

5. **LIMITATIONS.** (a). Leaves and furloughs will not exceed 10 days.

(b) Leaves and furloughs will not be granted to personnel to return to the U.S.

(c) Passes will not be granted in excess of 48 hours.

(d) Personnel will not be granted leaves, furloughs, or passes unless:

(1) They have received an orientation course covering British customs and standards of living, the absence of the color line in the UK, and security precautions;

(2) They have sufficient funds in their possession to defray anticipated expenses; and

(3) They have received a necessary minimum of instruction in military courtesy.

(e) Military personnel on leave, furlough, or pass may not enter the restricted areas listed in Sec I, Cir 80 Hq ETOUSA, 7 Oct 1943. Personnel having a close relative residing in one of the restricted areas (except Eire) whom they wish to visit while on leave or furlough, may submit an application for permission so to do to this headquarters with a statement of the circumstances.

(f) The number of personnel that may be granted leaves, furloughs, or passes during a given period is limited to the availability of lodgings in the area to be visited. Commanding officers will take the necessary steps to acquaint themselves with any requirements that may be imposed for the control or restriction of men on pass or furlough in that area. Prior to granting leaves, furloughs, and passes, unit commanders concerned will insure that the requesting personnel have bona fide invitations or confirmed reservations for lodging. Such requests will specify the lodging secured.

(1) *Enlisted personnel.* Lodging for enlisted personnel is provided in American Red Cross Service Clubs. This headquarters will apportion the available lodgings to the commanders listed in Par. 3 above. Furloughs and passes granted in accordance with the above will specify the Red Cross Service Club and the effective date of the furlough or pass. Lodgings will be valid only at the service club in the city specified. Personnel will register at the Red Cross Service Club prior to 2200 hours on the day the reservation is effective.

(2) *Officers.* Red Cross Service Clubs for officers have not been established in all areas. This headquarters will apportion to the commanders listed in Par. 3 above the current available lodgings for officers. The Billeting Officer, CBS, SOS, ETOUSA, APO 887 (REGent 8484, Ext 11) will render assistance to officers desiring to make reservations. A similar service for officers visiting other areas will be performed by the Red Cross Club in the particular area to be visited.

(g) Leaves, furloughs, or passes involving rail or bus travel on Saturdays or Sundays will not be granted. This prohibition will be construed not to apply to informal leaves or passes involving travel to nearby cities or towns or to personnel authorized to attend educational courses of British universities while on a leave or furlough status. When travel by rail or water is involved in any leave, furlough, or pass, twenty-four hours' notice will be given to the nearest RTO.

(h) The use of leave trains is authorized for special occasions, and arrangements therefor should be made through the CG, SOS, ETOUSA. Responsible commanders will insure adequate military police supervision for leave trains.

(i) Gas masks will be carried to the place of leave, furlough, or pass, but need not be worn on the person after arrival.

(j) The carrying of weapons of any kind, including straight razors and knives, other than small pocket knives (three inch blade or less), on leave, furlough, or pass is prohibited.

(k) Personnel on leave, furlough, or pass will have in their possession:

(1) Either leave or furlough orders, furlough certificates, or standard passes.

(2) Individual pay record card (WID, AGO Form 28).

(3) WD identification card or yellow identification card (Cir 78, 26 Sep 1943), as amended.

(4) Identification tags.

The above enumerated forms and identification tags will be shown upon request to officers and military or civil police. Leave or furlough orders, and furlough certificates or passes will be shown to ARC representatives when securing billets.

6. BREACHES OF MILITARY DISCIPLINE. Breaches of military discipline which warrant disciplinary action will lead to the immediate arrest and trial of the offender at the place where the offense is committed, or to the immediate return of such person to his organization, where disciplinary action will be taken. Officers in charge of military police units will indorse the leave order or furlough certificate of an offender who is being returned to his organization for disciplinary action with a note to the effect that the leave or furlough has been cancelled for breach of discipline and is valid only for the period necessary to permit immediate return to the unit. In the case of passes, officers and non-commissioned officers in charge of detachments of military police, or any officer, will cancel the pass of an offender who is being returned to his organization for disciplinary action, recording thereon the reason for, and the time of, cancellation. In addition, they will prepare and forward the delinquency report (TPM Form 2) called for in Par. 4 above. The cancelled pass will be given to the offender and is valid only for the period necessary to permit immediate return to his unit, at which time the cancelled pass will be turned over by the offender to his unit commander.

7. ICELAND BASE COMMAND. The foregoing is not applicable to the Iceland Base Command. The CG, Iceland Base Command, will forward to this headquarters requests for personnel of his command to visit the British Isles. While visiting the British Isles, personnel of the Iceland Base Command are subject to the provisions of this circular. (AG 210.711x220.711 MPG A)

By command of General EISENHOWER:

JAMES H. STRATTON,

OFFICIAL: Colonel, GSC, Acting Deputy Chief of Staff.

/s/ R. B. Lovett

R. B. LOVETT,

Brigadier General, USA,
Adjutant General.

DISTRIBUTION: F

APPENDIX 1 and 2, Sample Pass Forms omitted.

COPY.

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HEADQUARTERS

SERVICES OF SUPPLY

EUROPEAN THEATER OF OPERATIONS

APO 887

AG 080 (10 Jan 1944) PGA

10 Jan 1944

SUBJECT: Allocation of Beds in American Red Cross Clubs

TO: Base Section Commanders, SOS, ETOUSA

Headquarters Commandant, SOS, ETOUSA

1. Letters, this headquarters, 10 Sep 1942, file AG 220.711 Misc, subject: "Leaves, Furloughs, and Passes," and 3 Jul 1943, file AG 080 MGA, subject: "Allocation of Beds in American Red Cross Clubs" are rescinded.

2. Attention is invited to paragraph 5f, Circular No. 99, Hq ETOUSA, 21 Dec 1943, whereby this headquarters is charged with the responsibility of apportioning among the various commands of the theater available leave, furlough, and pass accommodations for officer and enlisted personnel.

3. Under the direction of this headquarters, the allotment of such accommodations will be made by the respective Base Section Commanders, who, except the Commanding General, Central Base Section, are authorized further to decentralize such function to subordinate commanders located in the immediate vicinity of the Red Cross Club concerned.

4. In the allotment of beds and accommodation, the following principles will be observed:

a. *Central Base Section.*

(1) Except for personnel stationed in Northern Ireland, the Commanding General, Central Base Section, will allot to the Commanding Generals of the Air Forces, who will sub-allot to Air Force units (other than units stationed in Northern Ireland), and to Base Section Commanders, who will sub-allot to SOS and Field Force units (other than units stationed in Northern Ireland).

(2) Because of the water travel involved, for all military personnel stationed in Northern Ireland the Commanding General, Central Base Section, will allot to the Commanding General, Northern Ireland Base Section, who will sub-allot to Air Force, SOS, and Field Force units.

(3) All such allotments will be made by the Commanding General, Central Base Section, upon a strength basis, and will be readjusted by him from time to time as may be necessary.

b. *Other than Central Base Section.*

(1) No effort will be made to establish a general policy whereby the allotment is based on any flat ratio of strength or percentages, but beds will be allotted to the various units, organizations, and activities upon the basis of the particular

situation prevailing with respect to each club, having due regard to the accessibility of the club to units in the immediate vicinity and the probability of furlough visitors from other areas due to points of special interest in the locality.

(2) Close liaison will be maintained with the regional Red Cross directors and the local directors of each of the Red Cross Clubs.

(3) If accommodations are available, individuals from units or organizations not having a specific advance allotment of beds will be permitted to use the sleeping facilities of a club without previous reservations, provided informal advance arrangements have been made by the unit commander concerned with the local director of the club.

5. The use of sleeping facilities of American Red Cross Clubs by personnel for whom a previous allotment (or advance arrangements as provided in sub-paragraph (3), above) has not been made will be considered a breach of military discipline for which action as provided by paragraph 6, Circular No 99, Hq ETOUSA, 21 Dec 1943, is authorized.

By command of Major General LEE:

/s/ Fred A. Meyer, (PP)

FRED A. MEYER,

Colonel, AGD,
Adjutant General

RESTRICTED
HEADQUARTERS
SERVICES OF SUPPLY
EUROPEAN THEATER OF OPERATIONS

APO 887

AG 353.8 (10 Sep 1943) PGA

10 Sep 1943

SUBJECT: British Council and C.E.M.A. Artist Programs.

TO : Commanding General, Eighth Air Force
Commanding General, V Corps
Base Section Commanders, SOS, ETO
Headquarters Commandant, SOS, ETO
Commanding Officer, European Wing Air Transport
Command
Commanding Officer, 24th Airways Communication
Squadron
Commandant, American School Center

1. The British Council and the Council for the Encouragement of Music and the Arts (C.E.M.A.) have made available to the US forces in the UK their artists' programs, the British Council providing the honorarium and transportation of the artists, and the per diem when necessary.

2. An organization or installation (other than of the Eighth Air Force or V Corps) desiring a C.E.M.A. concert will make request to the appropriate Base Section Special Service Officer, stating the type of program desired. The Base Section Special Service Officer will, in turn, contact the local C.E.M.A. Regional Officer or the local British Council Regional Officer. (See Inclosures Nos 1 and 2.) Arrangements for organizations and installations of the Eighth Air Force and V Corps will be made through their respective headquarters. If possible, several concerts in the same area should be arranged at the same time, for convenience and economy's sake.

3. The organization or installation for which the concert is arranged will make thorough advance preparations, with all possible publicity. No cancellations should be permitted unless absolutely unavoidable. The artists are to be met by an officer and transported locally to the installations, and light suppers should be served to them both before and after the concert. Complete understanding and cooperation of commanding officers and special service officers is of prime importance.

For the Commanding General:

C. R. LANDON,
Colonel, AGD,
Adjutant General.

C.E.M.A.

REGIONAL OFFICERS

REGION 1—Northumberland, Durham, Yorkshire, (North Riding).
Miss Helen Munro, 8 St. Mary's Place, Newcastle-on-Tyne (Newcastle 21843).

REGION 2—Yorkshire (East and West Riding).

Mr. Eric Greene, 1 Green Hayes, Savile Park Road, Halifax (Halifax 4115).

REGION 3—Nottinghamshire, Lincolnshire, Derbyshire, Leicestershire, Rutlandshire, Northamptonshire.

Mr. H. D. Fayers, Westminster Bank Chambers, Angel Row, Nottingham (Nottingham 42766).

REGION 4—Cambridgeshire, Essex, Norfolk, Suffolk, Bedfordshire, Huntingdonshire, Hertfordshire.

Mrs. A. Carlisle, C.E.M.A., Merton Hall, Cambridge (Cambridge 54255).

REGION 5—LONDON AND MIDDLESEX.

(No officer. All communications to C.E.M.A. Headquarters).

REGION 6—Buckinghamshire, Berkshire, Hampshire, Dorsetshire, Oxfordshire.

Miss Mona Tatnam, 6, Cross Street, Reading (Reading 4104).

REGION 7—Gloucestershire, Somersetshire, Cornwall, Devonshire, Wiltshire.

Mr. Cyril Wood, Theatre Royal, King Street, Bristol (Bristol 24786).

REGION 8—Wales.

(No officer. All communications to C.E.M.A. Headquarters).

REGION 9—Herefordshire, Worcestershire, Warwickshire, Staffordshire, Shropshire.

Mr. T. Harrison, 18, Newhall Street, Birmingham (Central 6745).

REGION 10—Cheshire, Cumberland, Lancashire, Westmorland.

Miss Eve Kisch, 1b, Cooper Street, Manchester 2.

REGION 11—Scotland.

Mrs. M. A. Fox, 29, Queen Street, Edinburgh.

REGION 12—Kent, Surrey, Sussex.

Miss Alice Lidderdale, 9, Belgrave Square, London S.W. (Sloane 0421, Ext 213).

BRITISH COUNCIL

REGIONAL OFFICERS

A. B. STEEL, ESQ., The British Council, 3 Hanover Street, London, W.1. (Tel: Mayfair 8484).

H. J. KELLEY, ESQ., The British Council, 11, York Road, Harrogate, Yorks (Tel: Harrogate 2989).

H. HARVEY WOOD, ESQ., The British Council, 57 Melville Street, Edinburgh, 3 (Tel: Edinburgh 33961-2).

C. H. WILMOT, ESQ., The British Council, 70, The Close, Salisbury, Wiltshire (Tel: Salisbury 4601).

E. W. BURBRIDGE, ESQ., The British Council, The University, 5, Great Charles Street, Birmingham (Tel: Central 3630).

These officers have assistants in various towns, but it is desirable that in the first instance contact should be made with the Regional Officers themselves.

REGIONS COVERED

MR. STEEL

London	Cambridge
Middlesex	Huntingdon
Kent	Bedford
Surrey	Hertford
Sussex	Buckingham
Essex	Norfolk
Suffolk	

MR. KELLY

Cumberland	Cheshire
Northumberland	Flint
Westmorland	Denbigh
Durham	Caernarvon
Yorkshire	Merioneth
Lancashire	Anglesey
	Isle of Man

MR. HARVEY WOOD	Scotland	
MR. WILMOT	Gloucester	Devon
	Berks	Cornwall
	Hampshire	Monmouth
	Wiltshire	Glamorgan
	Somerset	Carmarthen
	Dorset	Pembroke
		Northern Ireland
MR. BURBRIDGE	Lincoln	Worcester
	Nottingham	Shropshire
	Derby	Hereford
	Leicester	Oxford
	Northampton	Montgomery
	Rutland	Radnor
	Stafford	Brecknock
	Warwick	Cardigan

RESTRICTED.

Hq SOS ETOUSA

Adm Cir No 31

7 Jun 1943

**RATION CARDS FOR UNITED STATES ARMY PERSONNEL
ON DETACHED SERVICE, LEAVE, FURLough OR
COMMUTATION OF RATION STATUS.**

1. All personnel of the US Army forces in the UK who are or may be in commutation of ration status, or who may depart from their normal stations on furlough or leave for a period of 24 hours or more, and who will desire to purchase items of food designated as rationed by the British Ministry of Food, will be provided in advance with British Service Ration Cards by their respective organization commanders.

2. Organization commanders will also provide necessary ration cards to US service personnel, not members of their commands, who are entitled to such cards and through the exigencies of the service are permanently or temporarily on duty or resident in their area or vicinity and cannot conveniently obtain ration cards from their permanent headquarters.

* * * * *

9. For various periods of leave or duty between 24 hours and 28 days ration cards RB8A and RB12 will be issued as follows:

Over 24 hours and up to 72 hours..	1 RB8A
4-7 days	$\frac{1}{2}$ RB12
8-10 days	$\frac{1}{2}$ RB12 plus 1 RB8A
11-14 days	1 RB12
15-17 days	1 RB12 plus 1 RB8A
18-21 days	$1\frac{1}{2}$ RB12
22-24 days	$1\frac{1}{2}$ RB12 plus 1 RB8A
25-28 days	2 RB12

RB12 contains two identical sets of coupons, each set covering a period of one week and having spaces for the insertion of the holder's name, serial number and unit stamp. The card is so designed that it may be cut in half and each half issued to different individuals. If the two halves are thus issued separately, the serial number in the "A" half should be copied on the "B" half before the document is cut. When a complete RB12 is issued to one individual, only one of the spaces calling for particulars of name, serial number, etc., need be completed.

* * * * *

By order of the Theater Commander:

W. G. WEAVER,

Brig Gen. GSC

Chief of Staff.

OFFICIAL:

C. R. LANDON,

Colonel AGD,

Adjutant General.

SYNOPSIS OF LETTER FROM BRITISH MINISTRY OF INFORMATION TO REGIONAL INFORMATION OFFICERS IN CONNECTION WITH THE ESTABLISHMENT OF BRITISH WELCOME CLUBS:

The British Ministry of Information, in order to meet the need in the smaller town and village where no other facility exists, in collaboration with the Women's Voluntary Services and other voluntary societies, has offered its assistance in the establishment of British Welcome Clubs in these vicinities. The modus operandi will usually be that where a need exists, the Women's Voluntary Services or other voluntary society will institute such a club by the process of inviting local residents to become members, for which a nominal subscription will be appropriated in order to confirm the privilege, and that some Americans may be invited to visit it and then become members. Thereafter a joint committee of management will be elected from among the members as soon as they are sufficient. Premises will have to be found wherever possible. In some cases it may be feasible to find or borrow a sufficient room in a private house or church hall which could be used every evening. In some cases it may be found that accommodation could be found for only two or three days a week. It may also be possible to induce local authorities to permit the use of British Restaurant premises for these purposes. In places where there is no suitable voluntary society to undertake this service, recourse may be taken to Information Hospitality Committees. The Ministry of Information is prepared to make small grants for the establishment of these clubs.

Hq SOS ETOUSA

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* * * * *

II—HOSPITALITY GIFTS: 1. It is desired that military personnel accepting invitations to homes shall carry with them certain major items of their ration (meat, fats and sweets suggested) in order that they may accept such hospitality without the feeling that they are eating food which, on a strict ration card basis, has been provided only for the immediate members of the family visited.

2. In the case of visits covering period of 48 hours, or less, there will be made available to personnel, from unit stocks on hand, approximately the amounts of food outlined in the Issue Chart set forth in paragraph 4, below. It is difficult to break the majority of ration items down into small bulk, and, therefore, the amount issued in any particular case will depend to a great extent, on the items and packages available.

3. Where the visit will be in excess of 24 hours, and rations in kind are not made available as set forth in paragraph 2 above, the guest will be provided with an appropriate British Service Ration Card which he will give to his host in lieu of such rations in kind. Information as to such ration cards is set forth in Administrative Circular No. 31, this headquarters, 7 Jun 1943.

4. Issue Chart:

RATION ITEM	One Meal	Two Meals	One Day	Two Days
Fruit				
No 2 or 2½ can	1	1	1	2
Milk, evaporated 14½-oz .can			4	8
Sugar, oz	4	4	4	8
Vegetables				
No 2 or 2½ can			1	2
*Meat, fresh, lbs	½	¾	1	2
<hr/>				
*In lieu of fresh meat, one (1) only, of the following items may be issued:				
Bacon, lbs	½	½	¾	1½
Fish, canned No 1 can (16-oz)		1	1	2
Other canned meats				
No 1, No. 1½ or No 2 can			1	1

By order of the Theater Commander:

OFFICIAL:

C. R. LANDON
Colonel, A.G.D., Adjutant General

JOHN C. H. LEE

Major General, U.S.A.
CG, SOS

R E S T R I C T E D

Hq ETOUSA

Cir 86

30 Oct 1943.

EXTRACT

1—AMERICAN TROOPS AT PUBLIC CEREMONIES. 1. Sec III,

Cir 75, 16 Sept 1943 is rescinded.

2. Troops will participate only in those affairs which are sponsored by the American or British military, naval, or air authorities, except that commanding officers of Army bands may arrange locally, with the approval of the appropriate civil authority, to give public concerts at which no admission charge is made and no recurring regular schedule adopted or advertised. Any other use of Army personnel for public display, except in London, will have the approval of the general officer responsible for the security and discipline of the troops in the area in which the ceremony is to take place.

3. Requests for approval of the appearance of any troops, or presentation of public concerts by Army bands in London, will be made to this headquarters.

4. The provisions of Pars. 2 and 3 above do not prohibit the participation by United States military personnel in athletic events under authorized sponsors, unless such participation would interfere with training or would possibly affect Anglo-American relationships.

5. The national anthems of the United States and Great Britain will be played in the following sequence at public ceremonies conducted by American troops:

(a) When ceremonies are held at US Army posts, camps, and stations, ETOUSA, the national anthem of the United States will be played first, followed by the national anthem of Great Britain.

(b) When ceremonies are held at places other than those stated above, the national anthem of Great Britain will be played first, followed by the national anthem of the United States.

(AG 001 MCG)

By command of Lieutenant General DEVERS:

OFFICIAL:

RALPH PULSIFER,
Brigadier General, USA.,
Adjutant General.

I. H. EDWARDS,
Major General, GSC,
Chief of Staff.

DISTRIBUTION "B"

R E S T R I C T E D

HQ SOS ETOUSA.

EXTRACT.

* * * * *
Adm Cir No. 44

17 July, 1943.

1. CIVILIAN ATTENDANCE AT ENTERTAINMENTS: 1. Concern has been expressed regarding the increasing number of civilians present at performances given under the auspices of the Chief of Special Service, SOS, ETOUSA, particularly in the case of USO Camp Shows' entertainments.

2. The entertainments provided by USO Camp Shows include many special attractions, such as bands, concert and radio artists, and motion picture and theatrical stars. A number of the individual entertainers donate their time and talent primarily in order that performances may be given before enlisted personnel, and the presence of civilians discourages their future participation in, and enthusiasm for, the Special Service entertainment program.

3. The following will be observed in connection with USO Camp Shows:

a. Enlisted personnel will be given first priority in seating and admission.

b. Civilians will be admitted only after adequate provision has been made for the seating of all military personnel. Civilian attendance will be limited to the following:

(1) Civilian employees of the unit, organisation, station or activity;

(2) In exceptional cases, the local commander may, for the purposes of promoting better public relations, admit a very limited number of civilians as his personal guests.

c. The facts surrounding the attendance of civilians will be explained in advance to the officer in charge of the troupe.

4. The attendance of civilians at Special Service motion picture shows is prohibited.

5. No admission charge of any kind will be made for any theatrical performance, motion picture show, or USO Camp Show presented under Special Service auspices.

6. Exceptions to the foregoing will be made only with the prior approval of this headquarters.

* * * * *
By Order of the Theater Commander:

OFFICIAL:

s/ C. R. LANDON,
Colonel, A.G.D.
Adjutant General.

s/ JOHN C. H. LEE

Major General, U.S.A.
C.G. S.O.S.

RESTRICTED.
HQ SOS ETOUSA
EXTRACT.

* * * * *

Adm Cir No. 67

15 September 1943

III—CIVILIAN ATTENDANCE AT ENTERTAINMENTS: 1. Paragraph 3, Section 1, Administrative Circular No. 44, this headquarters, 17 July, 1943, is amended by the addition thereto of new subparagraphs b (3), b (4), and d, reading, respectively:

- a. "(3) U.S. merchant seamen."
- b. "(4) Wives of members of the US armed forces."
- c. "d. Each Base Section Commander may, in his discretion, authorize performances at British war factories in his base section; provided however, that such performances shall occupy not more than 20% of the playing time of each troupe in his base section. Any such performances which may be so authorized shall be scheduled in the same manner as are performances for US Army installations. Assistance in determining the advisability of authorizing such performances may be obtained by consultation with the British ENSA regional supervisors."

(AG 353.8)

* * * * *

For the Commanding General:

s/ R. W. CRAWFORD,
Major General, USA,
Chief of Staff.

OFFICIAL:

s/ C. R. LANDON,
Colonel, AGD,
Adjutant General.

Major General, U.S.A.

DISTRIBUTION: G.

RESTRICTED

Cir. 49

Hq ETOUSA

2nd May, 1944

I—CONTROL OF VENEREAL DISEASE. 1. Sec II, Cir 17, 19 Feb 1943, as amended by Sec III, Cir 2, 5 Jan 1944; and Sec II, Cir 19, 22 Feb. 1943, are rescinded.

2. The maintenance of the health, morale and efficiency of a command is the responsibility of its commander, and the prevention of venereal infections is a problem of major military importance calling for a high degree of leadership. In the development of a venereal disease control program, commanding officers will avail themselves of the advice of medical officers and others of special competence, and will be guided by the precepts set forth herein.

a. The practice of prostitution is contrary to the best principle of public health and harmful to the health, morale and efficiency of troops. No member of this command will, directly or indirectly, condone prostitution, aid in or condone the establishment or maintenance of brothels, bordellos or similar establish-

ments, or in any way supervise prostitutes in the practice of their profession, or examine them for purposes of licensure or certification. Every member of this command will use all available measures to repress prostitution in areas in which troops of the command are quartered or through which they may pass.

b. Commanding officers will develop a comprehensive program of venereal disease control. In these activities, emphasis will be placed on educational methods, the provision of substitutive activities and the command control of environment. Disciplinary or punitive measures will not be taken upon charges of having contracted a venereal disease, of having failed to take prophylactic treatment after sexual intercourse, or of having thus become incapacitated for duty. However, wilful concealment of infection is a punishable offence (Par 23e, AR 40-210, as amended). Command control will be exercised for the prevention of venereal infections; treatment of the infected will be directed by the Medical Department.

3. Treatment for venereal infections will be given either on a full duty status or in regular establishments of the Medical Department. Treatment on a duty status will involve no change in unit assignment, no reduction in grade or rank and, except as recommended by the surgeon for strictly medical reasons, no alteration in duties. The same disciplinary control will be exercised over patients with venereal diseases treated in regular establishments of the Medical Department, as for the wounded and sick from other conditions in the same or similar institutions.

4. *Instruction of Military Personnel.* All military personnel will be fully instructed:

a. In the prevention of venereal disease, including the use of Medical Department Item No. 9N582-00. Prophylactic, Mechanical, and Medical Department Item No. 9N580-00, Prophylactic, Chemical; and

b. In the early recognition of venereal disease in their own persons.

5. *Issue of Prophylactics.* a. Medical Department Items Nos 9N582-00 and 9N580-00 (see Par 4a, above) will be requisitioned by unit supply officers from Quartermaster Class 1 depots for issue, without charge either to military personnel or to unit funds.

b. Unit commanders will arrange to provide, without cost, such items to military personnel desiring them whenever such personnel leave the unit area on duties or on leave during which they may be exposed to venereal infection.

c. The sale of condoms in post exchanges will be continued.

By command of General Eisenhower:

R. B. LORD

OFFICIAL: Brigadier General, GSC, Deputy Chief of Staff.

/s/ R. B. Lovett.

R. B. Lovett,

Brigadier General, USA, Adjutant General.

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